

TENDER DOCUMENT GOODS AND SERVICES		 CITY OF CAPE TOWN ISIXEKO SASEKAPA STAD KAAPSTAD
SUPPLY CHAIN MANAGEMENT		
SCM - 542	Approved by Branch Manager: February 2024	Version: 10

TWO STAGE TENDER**TENDER NO: 279C/2025/26**

TENDER DESCRIPTION: INSTALLATION, CUSTOMISATION, IMPLEMENTATION AND POST GO-LIVE SYSTEM STABILISATION OF SAP CORE FINANCIAL AND OPERATIONAL SOFTWARE SOLUTIONS FOR THE CITY OF CAPE TOWN

CONTRACT PERIOD: UP TO 36 MONTHS FROM THE COMMENCEMENT DATE OF THE CONTRACT

STAGE 1 – Eligibility, Functional Scoring and Compliance (as per clause 2.1.5.2 Proposal procedure using the two stage-system)

CLOSING DATE 16 July 2026

CLOSING TIME 10:00 am

TENDER BOX NUMBER 240

TENDER FEE R200

Non – refundable tender fee payable to the City of Cape Town (CCT) for a hard copy of the tender document. This fee is not applicable to website downloads of the tender document.

TENDERER	
NAME of Company/Close Corporation or Partnership / Joint Venture/ Consortium or Sole Proprietor /Individual (hereinafter the "Tenderer")	
TRADING AS (if different from above)	
Registration number of Tenderer	
Physical address and chosen domicilium citandi et executandi of Tenderer	

NATURE OF TENDER OFFER (please indicate below)	
Main Offer (see clause 2.2.11.1)	
Alternative Offer (see clause 2.2.11.1)	

TENDER SERIAL NO.:	
SIGNATURES OF CCT OFFICIALS AT TENDER OPENING	
1	
2	
3	

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THE TENDER

T.1 GENERAL TENDER INFORMATION

TENDER ADVERTISED	:	12 June 2026
SITE VISIT/CLARIFICATION MEETING	:	Non-Compulsory briefing session (Virtual), but attendance strongly recommended Microsoft Teams Clarification Session (one) week from publication date on 19 June 2026 9h00.
VENUE FOR SITE VISIT/CLARIFICATION MEETING	:	Microsoft Teams The relevant briefing session link(s) will be provided upon request sent to the CCT Tender Representative.
TENDER BOX & ADDRESS	:	Tender Box as per front cover at the Tender & Quotation Boxes Office, 2nd Floor (Concourse Level), Civic Centre, 12 Hertzog Boulevard, Cape Town. The Tender Document (which includes the Form of Offer and Acceptance) completed and signed in all respects, plus any additional supporting documents required, must be submitted in a sealed envelope with the name and address of the Tenderer, the endorsement "TENDER NO. 279C/2025/26: : INSTALLATION, CUSTOMISATION, IMPLEMENTATION AND POST GO-LIVE SYSTEM STABILISATION OF SAP CORE FINANCIAL & OPERATIONAL SOFTWARE SOLUTIONS FOR THE CITY OF CAPE TOWN", the tender box number. and the closing date indicated on the envelope. The sealed envelope must be inserted into the appropriate official tender box before closing time. If the tender offer is too large to fit into the abovementioned box or the box is full, please enquire at the public counter (Tender Distribution Office) for alternative instructions. It remains the Tenderer's responsibility to ensure that the tender is placed in either the original box or as alternatively instructed.
CCT TENDER REPRESENTATIVE	:	Email: SCM.Tenders13@capetown.gov.za <i>Please ensure to reference the tender number 279C/2025/26 in the subject line when sending enquiries regarding this tender.</i>

T.2 CONDITIONS OF TENDER

2.1 General

2.1.1 Actions

2.1.1.1 The City of Cape Town (hereafter referred to as the “CCT” or City) and each Tenderer submitting a tender offer (hereinafter referred to as the “Tenderer” or the “supplier”) shall comply with item T.2 of this Tender Document Goods and Services (hereinafter referred to as these “Conditions of Tender”). The Tenderer and the CCT shall collectively hereinafter be referred to as the “Parties” and individually a “Party”). In their dealings with each other, the Parties shall discharge their duties and obligations as set out in these Conditions of Tender, timeously and with integrity, and behave equitably, honestly and transparently, and shall comply with all legal obligations imposed on the Parties herein and in accordance with all applicable laws.

The Parties agree that this Tender Document Goods and Services (hereinafter referred to as the “Tender” / “Tender Document”), its evaluation and acceptance and any resulting contract shall also be subject to the CCT’s Supply Chain Management Policy (‘SCM Policy’) that was applicable on the date the bid was advertised and as amended from time to time. If the CCT adopts a new SCM Policy which contemplates that any clause therein would apply to the Contract emanating from this tender (hereinafter referred to as the “Contract”), such clause shall also be applicable to that Contract. Please refer to this document contained on the CCT’s website.

Abuse of the supply chain management system is not permitted and may result, inter alia, (1) in the tender being rejected; (2) cancellation of the contract; (3) restriction of the supplier, and/or (4) the exercise by the CCT of any other remedies available to it as provided for in the SCM Policy and/or the Contract and/or this tender and/or any applicable laws .

2.1.1.2 The CCT, the Tenderer and their agents and employees involved in the tender process shall avoid conflicts of interest and where a conflict of interest is perceived or known, declare any such conflict of interest, indicating the nature of such conflict. Tenderers shall declare any potential conflict of interest in their tender submissions under Schedule F.6 (Conflict of Interest Declaration). Employees, agents and advisors of the CCT shall declare any conflict of interest to the CCT at the start of any deliberations relating to the procurement process or as soon as they become aware of such conflict and abstain from any decisions where such conflict exists or recuse themselves from the procurement process, as appropriate.

2.1.1.3 The Tenderer shall not submit a tender, without having a firm intention and capacity to proceed with the contract.

2.1.2 Interpretation

2.1.2.1 The additional requirements contained in Annexure F (Tender Returnable Documents), Annexure G (CCT Standards), Annexure I (Business Requirements Traceability Matrix (BRTM)), Annexure J (CCT Required End Goals and Proposed Future Architecture), Annexure K (CCT Implementation Services and Functional Requirements Frameworks) and Annexure L (SAP Assessments and Current SAP Environments) to the contract (hereinafter referred to as the “Returnable Documents” / “Returnable Schedules”) are part of these Conditions of Tender and are specifically hereby incorporated into these Conditions of Tender. There are no Annexures E or H.

2.1.2.2 These Conditions of Tender and Returnable Documents which are required for CCT’s tender evaluation purposes herein, shall form part of the Contract arising from the CCT’s corresponding invitation to tender.

2.1.2.3 In this Tender Document:

2.1.2.3.1 paragraphs in this Part T.2 (CONDITIONS OF TENDER) will be cited with the prefix “T.”, for instance the present paragraph will be cited as “paragraph T.2.1.1”;

2.1.2.3.2 paragraphs forming part of the Pricing Instructions in Part C.4 (PRICE SCHEDULE) will be cited with the prefix “C.4.”, for instance the first paragraph in the Pricing Instructions will be cited as

“paragraph C.4.1”;

- 2.1.2.3.3** paragraphs forming part of the Specifications in Part C.5 (SPECIFICATIONS) will be cited with the prefix “C.5.”, for instance the first paragraph in the Specifications will be cited as “paragraph C.5.1”;
- 2.1.2.3.4** clauses forming part of the Special Terms & Conditions of Contract in Part C.6 (SPECIAL CONDITIONS OF CONTRACT) will be cited with the prefix “C.6.”, for instance the first clause in the Special Terms & Conditions of Contract will be cited as “clause C.6.1”;
- 2.1.2.3.5** clauses forming part of the General Terms & Conditions of Contract in Part C.7 (GENERAL CONDITIONS OF CONTRACT) will be cited with the prefix “C.7.”, for instance the first clause in the General Terms & Conditions of Contract will be cited as “clause C.7.1”;
- 2.1.2.3.6** “Archiving” refers to the scope related to the process of identifying, removing, and storing completed or obsolete data or records from the active database or content server into an external storage system, while ensuring that it remains accessible for future reference or compliance requirements;
- 2.1.2.3.7** “Appeal Authority” means responsible for determining any appeals in terms of section 62 of the Municipal Systems Act against the final award(s) of this Tender made by the BAC;
- 2.1.2.3.8** “Authorised Implementing Agent” means an SAP partner who holds valid OSM accreditations and has been formally authorised, through a MAF Letter, as suitably qualified and competent to implement SAP solutions for the CCT, taking into account the CCT’s size and complexity;
- 2.1.2.3.9** “BAC” means the Supply Chain Management Bid Adjudication Committee constituted by the CCT in terms of the SCM Policy, which shall be responsible for the adjudication and award of this Tender;
- 2.1.2.3.10** “BRTM” refers to the Business Requirements Traceability Matrix that records the details of the functionality required by each of the impacted business areas in relation to CCT’s core financial and operational systems. The BRTM is provided in Annexure I (Business Requirements Traceability Matrix (BRTM));
- 2.1.2.3.11** “BYOL” means a bring-your-own SAP software license, being a license which authorises the end user to install the licensed software on its computer systems (on-premises) and to retain the license in perpetuity;
- 2.1.2.3.12** “CAR” means the Core Applications Refresh strategic programme within CCT;
- 2.1.2.3.13** “CCT” means the City of Cape Town, a metropolitan municipality established in terms of the Local Government: Municipal Structures Act 117 of 1998 with its principal place of administration situated at Civic Centre, 12 Hertzog Boulevard, Cape Town, Western Cape Province, Republic of South Africa;
- 2.1.2.3.14** “City Manager” means municipal manager of the CCT appointed in terms of section 54A of the Systems Act;
- 2.1.2.3.15** “Cloud” refers to a metaphor for a global computing network of remote servers that run applications, store data, and deliver content and services. The cloud enables data to be accessed online from internet-enabled devices, rather than solely from local computers;
- 2.1.2.3.16** “Conditions of Tender” means this Part T.2 of this Tender Document;
- 2.1.2.3.17** “Contract” means the contract resulting from the acceptance of a Tenderer’s offer to provide goods and/or services in accordance with the documents comprising the “Contract” described in the Preamble to Part C of this Tender Document;
- 2.1.2.3.18** “Contraventions” refers to the scope related to the management of fines, penalties, or offences resulting from non-compliance with municipal rules (for example, traffic violations, parking offences, or by-law infringements). The Contravention Management capability handles the issuing, tracking, and collection of fines or penalties. Note the scope for contraventions is in a separate Price Schedule which provides CCT the ability to make a decision on the transitional plan for contraventions at a later stage;

- 2.1.2.3.19** “CORE Plus” means the project within the CAR Programme that aims to replace the existing SAP solutions and relates to this tender;
- 2.1.2.3.20** “Critical CORE SAP Solution Area” refers to a logically grouped set of SAP functionalities that are essential and uniquely configured to support the specific business processes of a municipality;
- 2.1.2.3.21** “Critical Role” refers to a project role whose contribution is vital to the success of the SAP implementation and the achievement of project objectives;
- 2.1.2.3.22** “Current SAP Solutions” refers to the CCT’s SAP ECC6.0 that includes Public Sector Records Management (PSRM) deployed as a separate instance, Corporate Customer Relationship Management (CRM), Business Warehouse (BW), mobile solutions and web-services;
- 2.1.2.3.23** “Current SAP Modules (Licenses)” refers to the SAP functional modules and sub-systems currently in use under the CCT’s existing SAP license landscape. The term “licenses” in this context reflects the modules licensed and activated within the current SAP environment. For future SAP modules, the corresponding license names are referenced separately;
- 2.1.2.3.24** “ERP” (Enterprise Resource Planning) is a business management software that integrates and automates core business processes, such as financial, supply chain, human resources, and procurement, using a shared database to provide a unified view of operations and data;
- 2.1.2.3.25** “Focus Groups” refers to the CORE Plus grouping of CCT functional areas established to gather and organise the detailed scoping of requirements. The Functional Focus Groups define specific system functionalities and play a primary role in gathering, analysing, and defining the requirements for the solution based on CCT’s operational needs. The Generic Focus Groups address overarching capabilities that span multiple functional areas, such as integration, workflow, case management, mobile and mobile field services, e-services, and reporting and data analytics. The Generic Focus Groups ensure that the solution incorporates the essential cross-functional features required to execute transactions effectively and maintain alignment across all functional areas;
- 2.1.2.3.26** “Functional Requirements Framework” refers to the CCT minimum requirements for the Project Dimension or Focus Group under Annexure K (CCT Implementation Services and Functional Requirements Frameworks) Schedules K.9 to K.13. The Functional Requirements Frameworks are:
- Schedule K.9: Framework: Records Management;
 - Schedule K.10: Framework: Archiving;
 - Schedule K.11: Framework: Reporting, Data and Analytics;
 - Schedule K.12: Framework: Workflow; and
 - Schedule K.13: Framework: EPIC Contraventions;
- 2.1.2.3.27** “GCC” means the General Terms & Conditions of Contract in Part C.7 of this Tender Document;
- 2.1.2.3.28** “Implementation Component” refers to a Focus Groups with its associated current SAP Modules (Licenses), as documented in Annexure I (Business Requirements Traceability Matrix (BRTM)) Tables I.1 / I.2: Core Project Functional Focus Groups and Current SAP Modules. For future SAP solution components, the SAP license name is referenced with prefix “NL” (New License);
- 2.1.2.3.29** “Implementation Services” refers to the structured set of professional activities and deliverables undertaken to plan, configure, enhance, test, deploy, and stabilise a new system or solution; ensuring it meets the organisation’s functional, technical, and business requirements. It can also be known as Project Disciplines;
- 2.1.2.3.30** “Implementation Service Framework” means the CCT minimum requirements per Implementation Service under Annexure K (CCT Implementation Services and Functional Requirements Frameworks) Schedules K.1 to K.8. The Implementation Service Frameworks are:
- Schedule K.1: Framework: Project Management and Governance;
 - Schedule K.2: Framework: Change Management including Communications;
 - Schedule K.3: Framework: Detail Design, Functional & Technical;
 - Schedule K.4: Framework: Testing;
 - Schedule K.5: Framework: Training;
 - Schedule K.6: Framework: Data Migration;
 - Schedule K.7: Framework: Data Cleansing; and
 - Schedule K.8: Framework: Post Go-Live Stabilisation & Acceptance;

2.1.2.3.31 “Like-for-Like” means the principle applicable to Release 1 – Technical Upgrade, where the technical upgrade must preserve CCT’s existing operational capability while converting the current SAP ECC6 functionality to the corresponding SAP S/4HANA capability. For Release 1 – Technical Upgrade, “Like-for-Like” means:

- a. The SAP S/4HANA upgrade scope includes all functionality, developments, configurations, integrations and project implementations existing within the CCT SAP landscape at the commencement of the project.
- b. Existing business processes are to be retained in their current form unless a change is required due to SAP S/4HANA technical constraints.
- c. Existing system functionality is to be preserved, including custom developments, unless remediation is required to enable compatibility.
- d. Existing third-party and non-SAP solutions currently integrated with SAP are to remain in place and be technically enabled for continued operation, through minimum necessary remediation where technically feasible.
- e. No large-scale business process redesign, optimisation, or transformation is required as part of Phase 1.
- f. Any proposed deviations from a like-for-like approach must be, clearly identified, technically justified and explicitly approved by the CCT.
- g. Where ambiguity exists between the terms “minimum viable”, “technical upgrade” and “like-for-like”, the “like-for-like” definition shall prevail for Release 1 – Technical Upgrade. For Release 1, “minimum viable” shall not be interpreted as a reduced functionality footprint, but as the minimum viable technical solution required to preserve existing operational capability, continuity of business processes, integrations, data and required system functionality, unless otherwise approved by CCT.

2.1.2.3.32 “MAF” is an abbreviation for “Manufacturer Authorisation Form” and means a letter from SAP (SA) authorising the Tenderer to install SAP solutions as per scope of this tender;

2.1.2.3.33 “MFMA” means the Local Government: Municipal Finance Management Act 56 of 2003;

2.1.2.3.34 “Municipal Council” means the municipal council of the CCT constituted and elected in terms of the Local Government: Municipal Structures Act 117 of 1998;

2.1.2.3.35 “OSM” refers to Original Software Manufacturer, the company that creates software which is then used or sold by other companies. For this tender OSM refers to SAP;

2.1.2.3.36 “OSM accreditation” means trusted validation of implementer solution expertise through globally recognised credentials from the OSM;

2.1.2.3.37 “Party” means the CCT or a Tenderer with which the CCT has concluded a Contract pursuant to this Tender, and “Parties” means both the CCT and such a Tenderer;

2.1.2.3.38 “Perpetual license” means a license that provides a customer with the use of rights of the software in perpetuity to an agreed quantity of software;

2.1.2.3.39 “Pricing Instructions” means the Pricing Instructions in Part C.4 (PRICE SCHEDULE) of this Tender Document;

2.1.2.3.40 “Project Dimensions” refers to logically grouped set of SAP functions that represent business processes which may extend across multiple SAP modules. A Project Dimension serves as a higher-level grouping of the Focus Groups. The Project Dimensions are as follows;

- a. Financial Management including Focus Groups: Finance (F1), Budgeting (F3) and Treasury (F4);
- b. Insurance Management including Focus Group: Insurance (F12);
- c. Municipal Chart of Accounts including Focus Group: mSCOA (F2);
- d. Asset Management including Focus Groups: Asset Lifecycle Management (O1a), Repairs and Maintenance (O1b) and Fleet Management (O1d);
- e. Real Estate Management including Focus Groups: Property Value Chain (O2) and Real Estate (O3) that includes Land Use Management (LUM) and GIS Integration;
- f. Utilities Management including Focus Groups: Revenue Management (F5) and Billing & Invoicing (F6);
- g. Portfolio, Programme and Project Management including Focus Group: Programme and

- Project Management (F7);
- h. Spend and Supply Chain Management including Focus Groups: Procurement (F8), Contract Lifecycle Management (F9), Manage Suppliers and Sourcing (F13) and Inventory Management (O1c);
- i. Manage Human Resources including Focus Groups: Human Capital Management (F14) and Payroll (F10);
- j. Service Management including Focus Groups: Customer Relationship Management Service Management (F15), Channel Management (F16) and Interface Management (F17). Channel Management (F16) is excluded from scope as CCT is going to market in a separate tender and Citizen Interface (F17) are future-release scope item and must be addressed in the proposed roadmap, but not included in Release 1;
- k. Records Lifecycle Management: including Focus Groups: Records Management (O7) and Archiving (O8);
- l. Emergency Police Incident Control (EPIC) Contraventions (O9);
- m. Generic including Focus Groups: Integration (G1); Reporting Data & Analytics (G3); Web-based Internal and External Portals with Self Service (E-Services) (G4); Workflow (G5); Mobile & Mobile Field Services (O4); Case Management (O5) and Security and Authorisation Management (O6); and
- n. Signavio;

2.1.2.3.41 "Project Implementation Schedule" means the roadmap for executing the project, detailing all high-level activities, associated deadlines, and responsible roles, including visualisation through a Gantt chart. It breaks down the overall project objectives into smaller, manageable high-level activities aligned to the Implementation Services throughout the project's lifecycle. For the Implementation Service "Detail Design, Functional and Technical", activities are grouped by Project Dimensions and further by Implementation Component. Key components of the Project Implementation Schedule include a list of high-level activities, dependencies, timelines, resource allocation, project milestones and the critical path, all aligned to the Price Schedules;

2.1.2.3.42 "Project Milestone" means a significant checkpoint in a project's timeline that marks a major achievement, phase completion, or critical delivery;

2.1.2.3.43 "Proposed (Possible) End-State Architecture" refers to the CCT envisaged end state for SAP HANA developed from peer reviews, SAP input, market research and informed by the current CCT scope and requirements in the BRTM. Detailed breakdown per Project Dimension can be found in Annexure J – CCT Required End Goals and Proposed Future Architecture.

2.1.2.3.44 "Records Management" refers to the scope related to the process by which records are organised, stored, managed, and disposed of within CCT. It also includes the enablement of sharing the file plan with other systems within the CCT;

2.1.2.3.45 "Returnable Documents" means the Tender Returnable Documents contained in Annexure F (Tender Returnable Documents) of this Tender Document, as well as any other documents that any provision of this Tender requires to be submitted as part of the Tender Offer. These are listed in Annexure F, Schedule F.11 (List of Other Documents Attached by Tenderer) and must be attached to Annexure F.11;

2.1.2.3.46 "SAP" means System Applications Products SE, being a European Company (Societas Europaea) established under the laws of Germany and the European Union with its business address at Dietmar-Hopp-Allee 16, 69190 Walldorf, Germany. SAP is a developer and owner of the intellectual property rights in business computer software (i.e. "SAP software");

2.1.2.3.47 "SAP Cloud" means the delivery by SAP to licensed users of computing services, including servers, storage, databases, networking, software, and analytics, over the Internet;

2.1.2.3.48 "SAP Cloud ERP" refers to SAP's Enterprise Resource Planning solutions, primary S/4HANA Cloud, designed to offer real-time business insights, embedded artificial intelligence (AI) delivered over the internet for scalability and lower upfront costs;

2.1.2.3.49 "SAP Cloud Products" refer to cloud-based SAP products that fall in categories Software-as-a-Service (SaaS), Platform-as-a-Service (PaaS) via Business Technology Platform (BTP) and Infrastructure-as-a-Service (IaaS);

- 2.1.2.3.50** “SAP ERP on premise” refers to SAP Enterprise Resource Planning Software S/4HANA that is installed and managed locally on a company’s own servers and infrastructure;
- 2.1.2.3.51** “SAP HANA” refers to the future SAP solution landscape for CCT and encapsulates all SAP Modules (Licenses), currently referred to as SAP Business Suite, required to cater for the CCT requirements included in this tender;
- 2.1.2.3.52** “SAP (SA)” means Systems Applications Products South Africa (Pty) Ltd, being a company established under the laws of South Africa with its registered address at SAP Business Park, 1 Woodmead Drive, Woodmead, Gauteng Province. SAP (SA) is a wholly owned subsidiary of SAP. SAP (SA) is authorised by SAP to distribute SAP software to customers (end users) in Southern Africa. SAP (SA) does so via authorised SAP channel partners for SAP software (i.e. via “Authorised Resellers”), each of which is authorised to license or license and install particular SAP software on the written terms and conditions stipulated by SAP from time to time (i.e. the “SAP Terms and Conditions”);
- 2.1.2.3.53** “SAP related licenses” means all software licenses that can be supplied by SAP. Also referred to as SAP Modules (Licenses);
- 2.1.2.3.54** “SAP software” means business computer software developed and owned by SAP;
- 2.1.2.3.55** “SAP Terms and Conditions” means the written terms and conditions stipulated by SAP from time to time which govern the licensing and/or installation of SAP software to and/or at end users and the use of the SAP software by them;
- 2.1.2.3.56** “SCM Policy” means the Supply Chain Management Policy approved by the Municipal Council on 27 March 2008 and as last amended on 27 March 2025 in terms of section 111 of the MFMA;
- 2.1.2.3.57** “SCM System” means the supply chain management system followed in relation to this Tender or the supply chain management system followed by the CCT generally, as the case may be;
- 2.1.2.3.58** “SCC” means the Special Terms & Conditions of Contract in Part C.6 of this Tender Document;
- 2.1.2.3.59** “Specifications” means the Specifications in Part C.5 of this Tender Document;
- 2.1.2.3.60** “Supplier” means a successful bidder with whom the CCT concludes a Contract pursuant to this Tender;
- 2.1.2.3.61** “Systems Act” means the Local Government: Municipal Systems Act 32 of 2000;
- 2.1.2.3.62** “Technical Upgrade” means the upgrade of the Current SAP Solutions to SAP HANA as a minimum viable solution landscape aimed at replacing and decommissioning all functionality within the Current SAP Solution components that cannot be migrated. It includes; the migration of data from the Current SAP Solutions and deployment of new SAP HANA functionality where existing functionality cannot be remediated;
- 2.1.2.3.63** “Tender Methodology and Approach” means a detailed written description (write-up) of how the Tenderer intends to execute the Project. It includes, but not limited to, the overall strategy, proposed solution details, implementation methodology and approach, deliverables, assumptions, and undertaking outlining how the CCT’s requirements for Project Implementation is to be met. The Methodology and Approach outputs must be provisioned for in the Price Schedule.
- 2.1.2.3.64** “Tenderer” means a bidder for a Contract in terms of this Tender;
- 2.1.2.3.65** “VAT” means value-added-tax payable in terms of the Value-added Tax Act 89 of 1991.

2.1.3 Communication during tender process

- 2.1.3.1** Verbal or any other form of communication, from the CCT, its employees, agents or advisors during site visits/clarification meetings or at any other time prior to the award of the Contract, will not be regarded as binding on the CCT, unless communicated by the CCT in writing to Suppliers / Tenderers by its Director: Supply Chain Management or his nominee. Similarly, any communication of the

Tenderer / Supplier that is not reduced to writing by the Tenderer / supplier, its employees, agents or advisors, shall not be regarded as binding on the CCT, unless communicated to the CCT in writing by the Suppliers / Tenderers, or their duly authorised representatives.

2.1.4 The CCT's right to accept or reject any tender offer

2.1.4.1 The CCT may accept or reject any tender offer and may cancel the corresponding tender process or reject all tender offers at any time before the formation of a contract. The CCT may, prior to the award of the tender, cancel a tender if:

- (a) due to changed circumstances, there is no longer a need for the services, works or goods requested; or
- (b) funds are no longer available to cover the total envisaged expenditure; or
- (c) no acceptable tenders are received; or
- (d) there is a material irregularity in the tender process; or
- (e) the Parties are unable to negotiate market related pricing.

2.1.4.2 The CCT shall not accept or incur any liability to a Tenderer for such cancellation or rejection but will give written reasons for such action upon receiving a written request to do so.

2.1.5 Procurement procedures

2.1.5.1 General

- (a) CCT intends to appoint one successful Tenderer for the execution of the contract (the highest ranked Tenderer ("the winner"). CCT may also appoint one "Standby Bidder" at award stage. The Standby Bidder will not be allocated work unless the awarded contract is terminated, or unless the successful Tenderer withdraws from the implementation phase after completion of the Solution Architecture Blueprint milestone, subject to the applicable SCM Policy and required approval processes.
- (b) Unless otherwise stated in the Conditions of Tender, a contract will be concluded with the tenderer who scores the highest number of tender adjudication points.
- (c) The Contract Period shall commence on the official start date of the Contract and shall continue for a period of up to thirty-six (36) months. The CCT's expected commencement date is January 2027 depending on finalisation of tender processes.
- (d) This Project must comply with the provisions of the Local Government: Municipal Finance Management Act (MFMA), which stipulates that this tender will only be valid for a maximum of three (3) financial years. The CCT's financial year runs from 1 July to 30 June of the following year. For example, if the project starts at beginning of the CCT financial year (July) it can run for up to 36 months. If the commencement date is January 2027 the contract period will be 30 months ending June 2029.

2.1.5.2 Proposal procedure using the two stage-system

- (a) A two-stage system will be followed.
- (b) The tender is to follow a two-stage Request for Proposal (RFP) process as follows.
 - (i) **Stage 1:** Publish Request for Proposal (RFP) and Tenderers to provide Tenderer Methodology and Approach, Implementation Schedule and Implementation Organisation Structure with proof of solution implementation experience.
 - a. The **tender offer will be evaluated** in terms of
 - i. clause **2.2.1.1.5** (Accreditation and Authorisation), AND
 - ii. clause **2.2.1.1.6** (Minimum score for functionality), AND
 - iii. clause **2.2.1.1.7** (Compliance to Specifications) of the Eligibility Criteria.

b. Only Tenderers who **comply with the below will be invited to continue to Stage 2:**

- i. clause **2.2.1.1.5** being Accredited and Authorised, AND
- ii. clause **2.2.1.1.6** to achieve the minimum score for Functionality; AND
- iii. clause **2.2.1.1.7** being compliant to CCT specifications.

c. Pricing schedules will be deemed a **preliminary offer** and will **NOT** be evaluated in Stage 1.

d. Tenderers may submit project assumptions, dependencies, and risks within their Methodology and Approach. Such inclusions shall be used solely for the purpose of evaluating the Tenderer's understanding of the scope of work and the feasibility of the proposed approach.

e. All assumptions, dependencies, and risks will be evaluated at CCT discretion and may be:

- i. accepted for evaluation purposes only;
- ii. clarified during the evaluation process; or
- iii. disregarded where they are inconsistent with the CCT requirements or intended contractual position.

f. The City reserves the right, prior to final award, to incorporate standard contract terms and conditions which shall govern the final agreement. Any assumptions, dependencies, qualifications, or conditions contained in a Tenderer's submission shall carry no contractual weight, shall not be binding on the City, and shall not form part of any resulting contract, irrespective of any assumptions or qualifications contained in the Tenderer's submission.

g. Only responsive Tenderers will be invited to continue with Stage 2 of the process.

(ii) **Stage 2:** Tenderers who successfully met the evaluation criteria in Stage 1 will be afforded the opportunity to submit final signed Stage 2 documents within the timeframe stipulated in the covering invitation letter.

a. Tenderer will be granted access to CCT SAP systems and have opportunity to engage with CCT to validate and finalize their pricing schedules.

b. Tenderer will be given the CCT General Conditions of Contract (GCC's) and Special Conditions of Contract (SCC's).

c. Tenderer to submit the final technical proposal that include Methodology and Approach, Implementation Schedule and Implementation Organisation Structure.

- i. The final technical proposal submitted during Stage 2 may refine, validate and adjust the Stage 1 proposal based on CCT system access, clarification and engagement. However, the final technical proposal must not materially reduce or alter the scope, capability, resource commitment, implementation approach, compliance position or delivery commitments submitted during Stage 1.
- ii. A final technical proposal will be regarded as materially different where it reduces the required scope, changes the proposed solution architecture in a manner that no longer aligns with CCT requirements, removes key proposed resources without equivalent replacement, materially changes delivery timelines, introduces new qualifications that affect responsiveness, or changes the proposed implementation approach in a way that affects delivery certainty.

d. Tenderer **MUST** provide **all pricing schedules as final offer**.

e. The applicable price and preference point system will be applied to those offers confirmed as responsive and will be evaluate as per clause 2.3.10.3.

f. The final terms of conditions of contract will be negotiated with the recommended Tenderer before final award.

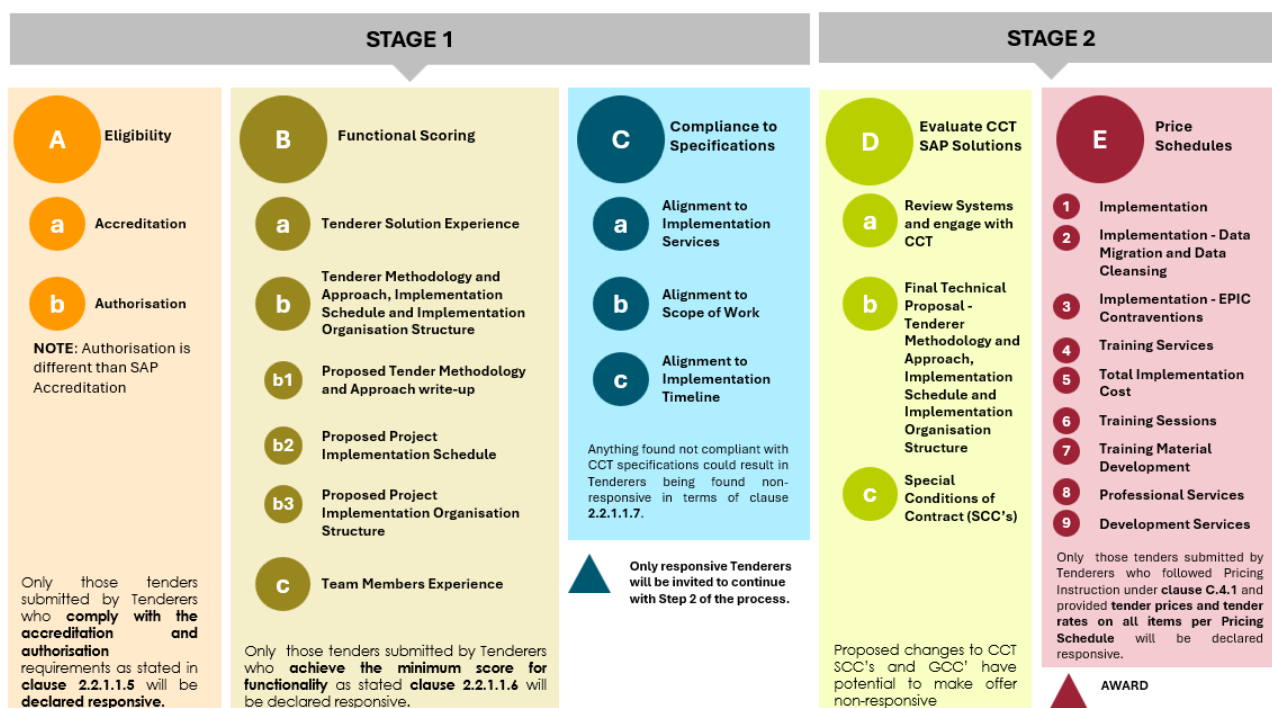
(iii) **Execution of the Contract**

a. The **Initiation and Planning phase**, as per Figure K.1.1 CAR Programme Project Management Methodology, is to complete within 6 (six) months of project commencement date with key milestone deliverable being the **Solution Architecture Blueprint**.

b. Following delivery of the **Solution Architecture Blueprint**, the successful Tenderer/Supplier will be required to either:

- i. confirm continuation of the implementation against the original tendered scope, methodology and pricing without material changes; OR
 - ii. formally withdraw from the implementation phase.
- c. Should the Tenderer/Supplier elect to withdraw, CCT will compensate the Supplier for the completed Solution Architecture Blueprint milestone as detailed in Price Schedule 1, after which CCT reserves the right to continue with the Standby bidder.

The construct of the tender is depicted in the diagram below.



2.1.5.3 Nomination of Standby Bidder

- (a) "Standby Bidder" means the next highest ranked responsive Tenderer identified by CCT at award stage, who may be considered for award if the contract with the successful Tenderer is terminated, or if the successful Tenderer withdraws from the implementation phase after the Solution Architecture Blueprint milestone. The Standby Bidder will not be allocated work unless CCT elects to proceed with the Standby Bidder in accordance with the applicable SCM Policy and required approval processes.
- (b) In the event that a contract is terminated during the execution thereof, the CCT may consider the award of the contract, or non-award, to the Standby Bidder in terms of the procedures included in its SCM Policy, as amended from time to time.

2.1.6 Objections, complaints, queries, and disputes/ Appeals in terms of Section 62 of the Systems Act/ Access to court

2.1.6.1 Disputes, objections, complaints, and queries

- (a) In terms of Regulations 49 and 50 of the Local Government: Municipal Finance Management Act, 56 of 2003 Municipal Supply Chain Management Regulations (Board Notice 868 of 2005):
- (i) Persons aggrieved by decisions or actions taken by the CCT in the implementation of its supply chain management system, may lodge within 14 days of the decision or action, a written objection or complaint or query or dispute against the decision or action.

2.1.6.2 Appeals

- (a) In terms of Section 62 of the Local Government: Municipal Systems Act, 32 of 2000 a person whose rights are affected by a decision taken by the CCT, may appeal against that decision by giving written notice of the appeal and reasons to the City Manager within 21 (twenty-one) days of the date of the notification of the decision.
- (b) An appeal must contain the following:
 - i. Must be in writing
 - ii. It must set out the reasons for the appeal
 - iii. It must state in which way the Appellant's rights were affected by the decision;
 - iv. It must state the remedy sought; and
 - v. It must be accompanied with a copy of the notification advising the person of the decision
- (c) The relevant CCT appeal authority must consider the appeal and may confirm, vary or revoke the decision that has been appealed, but no such revocation of a decision may detract from any rights that may have accrued as a result of the decision.

2.1.6.3 Right to approach the courts and rights in terms of Promotion of Administrative Justice Act, 3 of 2000 and Promotion of Access to Information Act, 2 of 2000

- (a) The sub- clauses above do not influence any affected person's rights to approach the High Court at any time or its rights in terms of the Promotion of Administrative Justice Act (PAJA) and Promotion of Access to Information Act (PAIA).

2.1.6.4 All requests referring to sub clauses 2.1.6.1 and 2.1.6.2 must be submitted in writing to:
The City Manager - C/o the Manager: Legal Compliance Unit, Legal Services Department, Office of the City Manager
Via hand delivery at: 20th Floor, Tower Block, 12 Hertzog Boulevard, Cape Town 8001
Via post at: Private Bag X918, Cape Town, 8000
Via email at: MSA.Appeals@capetown.gov.za

2.1.6.5 All requests referring to clause 2.1.6.3 must be submitted in writing to:
The City Manager - C/o the Manager: Access to Information Unit, Legal Service Department, Office of the City Manager
Via hand delivery at: 20th Floor, Tower Block, 12 Hertzog Boulevard, Cape Town 8001
Via post at: Private Bag X918, Cape Town, 8000
Via email at: Access2info.Act@capetown.gov.za

2.1.6.6 The minimum standards regarding accessing and 'processing' of any personal information belonging to another in terms of Protection of Personal Information Act, 2013 (POPIA).

- (a) For purposes of this clause 2.1.6.6, the contract and these Conditions of Tender, the terms "data subject", "Personal Information" and "Processing" shall have the meaning as set out in section 1 of POPIA, and "Process" shall have the corresponding meaning.
- (b) The CCT, its employees, representatives and sub-contractors may, from time to time, Process the Tenderer's and/or its employees', representatives' and/or sub-contractors' Personal Information, for purposes of, and/or relating to, the tender, the contract and these Conditions of Tender, for research purposes, and/or as otherwise may be envisaged in the CCT's Privacy Notice and/or in relation to the CCT's Supply Chain Management Policy or as may be otherwise permitted by law. This includes the Processing of the latter Personal Information by the CCT's due diligence assurance provider, professional advisors and the Appeal Authority as applicable. The CCT's justification for the processing of such aforesaid Personal Information is based on section 11(1)(b) of POPIA, i.e., in terms of which the CCT's Processing of the said Personal Information is necessary to carry out actions for the conclusion and/or performance of the contract, to which the applicable data subject (envisaged in this clause 2.1.6.6 above) is a party.
- (c) All requests relating to data protection must be submitted in writing to:

The City Manager - C/o the Information Officer, Office of the City Manager
Via hand delivery at: 20th Floor, Tower Block, 12 Hertzog Boulevard, Cape Town 8001
Via post at: Private Bag X9181, Cape Town, 8000
Via email at: Popia@capetown.gov.za

2.1.6.7 Compliance to the CCTs Appeals Policy.

- (a) In terms of the CCT's Appeals Policy, a fixed upfront administration fee will be charged. In addition, a surcharge may be imposed for vexatious and frivolous or otherwise manifestly inappropriate tender related appeals.
- (b) The current approved administration fee is R300.00 and may be paid at any of the Municipal Offices or at the Civic Centre in Cape Town using the GL Data Capture Receipt attached as Annexure F (Tender Returnable Documents) Schedule.14: Appeal Application Form. Alternatively, via EFT into the CCT's NEDBANK Account: CITY OF CAPE TOWN and using Reference number: 198158966. You are required to send proof of payment when lodging your appeal.
- (c) The current surcharge for vexatious and frivolous or otherwise manifestly inappropriate tender related appeals will be calculated as $\frac{1}{2}$ (Administrative cost of the tender appeal) + 0.25 % (Appellant's tender price).
- (d) Should the payment of the administration fee of R300.00 or the surcharge not be received, such fee or surcharge will be added as a Sundry Tariff to the bidder's municipal account.
- (e) In the event where the bidder does not have a Municipal account with the CCT, the fee or surcharge may be recovered in terms of the CCT's Credit Control and Debt Collection By-law, 2006 (as amended) and its Credit Control and Debt Collection Policy.

2.1.7 CCT Supplier Database Registration

- (a) Tenderers are required to be registered on the CCT Supplier Database as a service provider. Tenderers must register as such upon being requested to do so in writing and within the period contained in such a request, failing which no orders can be raised or payments processed from the resulting contract. In the case of Joint Venture partnerships this requirement will apply individually to each party of the Joint Venture.
- (b) Tenderers who wish to register on the CCT's Supplier Database may collect registration forms from the Supplier Management Unit located within the Supplier Management / Registration Office, 2nd Floor (Concourse Level), Civic Centre, 12 Hertzog Boulevard, Cape Town (Tel: 021 400 9242/3/4/5). Registration forms and related information are also available on the CCT's website www.capetown.gov.za (follow the Supply Chain Management link to Supplier registration).
- (c) It is each Tenderer's responsibility to keep all the information on the CCT Supplier Database updated.

2.1.8 National Treasury Web Based Central Supplier Database (CSD) Registration

- (a) Tenderers are required to be registered on the National Treasury Web Based Central Supplier Database (CSD) as a service provider. Tenderers must register as such upon being requested to do so in writing and within the period contained in such a request, failing which no orders can be raised or payments processed from the resulting contract. In the case of Joint Venture partnerships this requirement will apply individually to each party of the Joint Venture.
- (b) Tenderers who wish to register on the National Treasury Web Based Central Supplier Database (CSD) may do so via the web address: <https://secure.csd.gov.za>.
- (c) It is each Tenderer's responsibility to keep all the information on the National Treasury Web Based Central Supplier Database (CSD) updated.

2.2 Tenderer's obligations

2.2.1 Eligibility Criteria

- 2.2.1.1 Tenderers are obligated to submit a tender offer that complies in all aspects to the conditions as detailed in this tender document and the Conditions of Tender. An 'acceptable tender' must "COMPLY IN ALL" aspects with the tender, Conditions of Tender (Stage 2), all Specifications (i.e., item C.5 below, hereinafter the "Specifications"), pricing instructions (Stage 2) herein and

the Contract including its conditions.

2.2.1.1.1 Submit a tender offer

- (a) Only those tender submissions from which it can be established, inter alia that a clear, irrevocable and unambiguous offer has been made to CCT, by whom the offer has been made and what the offer constitutes, will be declared responsive.

2.2.1.1.2 Compliance with requirements of CCT SCM Policy and procedures

- (a) Only those tenders that are compliant with the requirements below will be declared responsive:
- (i) A completed **Details of Tenderer** to be provided (applicable schedule below to be completed);
 - (ii) A completed **Certificate of Authority for Partnerships/ Joint Ventures/ Consortiums** to be provided authorising the tender to be made and the signatory to sign the tender on the partnership /joint venture/consortium's behalf (applicable schedule below to be completed);
 - (iii) A copy of the partnership / joint venture / consortium agreement to be provided, where applicable.
 - (iv) A completed **Declaration of Interest – State Employees** to be provided and which does not indicate any non-compliance with the legal requirements relating to state employees (applicable schedule below to be completed);
 - (v) A completed **Declaration – Conflict of Interest and Declaration of Bidders past Supply Chain Management Practices** to be provided and which does not indicate any conflict or past practises that renders the tender non-responsive based on the conditions contained thereon (applicable schedules below to be completed);
 - (vi) A completed **Certificate of Independent Bid Determination** to be provided and which does not indicate any non-compliance with the requirements of the schedule (applicable schedule below to be completed);
 - (vii) The Tenderer (including any of its representatives, directors or members), has not been restricted in terms of abuse of the Supply Chain Management Policy,
 - (viii) The Tenderer's tax matters with SARS are in order, or the Tenderer is a foreign supplier that is not required to be registered for tax compliance with SARS;
 - (ix) The Tenderer is not an advisor or consultant contracted with the CCT whose prior or current obligations creates any conflict of interest or unfair advantage;
 - (x) The Tenderer is not a person, advisor, corporate entity or a director of such corporate entity, who is directly or indirectly involved or associated with the bid specification committee;
 - (xi) A completed **Authorisation for the Deduction of Outstanding Amounts Owed to the CCT** to be provided and which does not indicate any details that renders the tender non-responsive based on the conditions contained thereon (applicable schedules below to be completed);
 - (xii) The Tenderer (including any of its representatives, directors or members), has not been found guilty of contravening the Competition Act 89 of 1998, as amended from time to time;
 - (xiii) The Tenderer (including any of its representatives, directors or members), has not been found guilty on any other basis listed in the Supply Chain Management Policy.

2.2.1.1.3 Compulsory clarification meeting

- (a) Not Applicable.

2.2.1.1.4 Construct of the Tender

- (a) For Tenderers to complete the tender response, consideration must be given to the following during the various stages of the tender process.
- (i) the Conditions of Tender in this **Part T.2 CONDITION OF TENDER**,
 - (ii) the Pricing Instructions in **Part C.4 PRICE SCHEDULE C.4.1 Pricing Instructions**,

- (iii) the Specifications of Tender in **Part C.5 SPECIFICATION(S)**,
- (iv) the Special Terms & Conditions of Contract for Tender in **Part C.6 SPECIAL CONDITIONS OF CONTRACT**,
- (v) the General Terms & Conditions of Contract for Tender in **Part C.7 GENERAL CONDITIONS OF CONTRACT**, and
- (vi) The **CCT standards and minimum requirements** set out in Annexures G to L.

(b) Overview of Required Response Structure for Tenderer to use as guideline in response to **Stage 1** of the tender process:

- (i) **Part T: Administrative and eligibility documentation.**
- (ii) **Part F: Returnable Documents** with specific reference to:

Requirement Type	Consequence if not met	Where evaluated
Eligibility requirement	Tender will be declared non-responsive.	T.2.2 and related eligibility clauses
Functionality requirement	Zero or reduced score for the relevant criterion.	Schedules F.13.B to F.13.D
Compliance to specifications	Tender may be declared non-responsive only where the non-compliance constitutes a material deviation from CCT's requirements, scope, implementation services, solution scope of work, delivery approach or required project outcomes.	Schedules F.13.E to F.13.M

- a) **Eligibility - Accreditation and Authorisation** as Solution Software Implementing Agent in **Schedule F.13.A**;
- b) **Functionality Schedules**, addressing Evaluation Criteria in **Schedules F.13.B to F.13.D**; and
- c) **Compliance to Specification Schedules F.13.E to F.13.M.**

- (iii) **Submission:** Completed schedules, supporting proofs, and electronic copies to be submitted as hard copy together with submission of electronic documentation as defined in 2.2.12.3 on an USB storage device.

(c) The Tender submitted must follow the sequence and numbering provided through the "**Contents Page**" template in **Annexure M – Contents Page** to facilitate the evaluation process.

2.2.1.1.5 Accreditation and Authorisation as SAP Solutions Software Implementing Agent

- (a) Only those tenders submitted by Tenderers who comply with the accreditation and authorisation requirements as stated in this clause will be declared responsive.
- (b) Tenderers who comply with the accreditation and authorisation requirements will be referred to as an **Authorised Implementing Agents**.

(c) Accreditation

- (i) Tenderers must be a valid accredited SAP Solution Software Implementing Agents at the date of tender closing and last signature on the contract. Accreditation must include both SAP Consulting Service Partner and SAP Managed Service Provider.
- (ii) **Tenderers are required to submit evidence** that they are an accredited SAP Solutions Software Implementing Agent by completing and returning **Schedule F.13.A Table F.13.A.1 Proof of Accreditation as Solutions Software Implementing Agent** and provide copy of their accreditation certification.

- (iii) The Tenderer must list the accreditation certification in Annexure F (Tender Returnable Documents) Schedule F.11: List of Other Documents Attached by Tenderer below and attach copies thereof to Schedule F.11.
- (iv) Where Tenderers respond as part of a Joint Venture or Consortium, only those members responsible for SAP technical, functional, integration, data migration, configuration, development or SAP implementation services are required to hold the required SAP accreditation. Members providing supporting services only, such as change management, communication or training support, are not required to hold SAP accreditation, provided that their roles and responsibilities are clearly described in the Tenderer's submission.
Each JV or Consortium member responsible for SAP implementation services must complete and return Schedule F.13.A Table F.13.A.1 and provide a copy of its accreditation certification.
- (v) Where Tenderers respond to the tender as part of a Joint Venture ("JV") or Consortium, each member of the JV or Consortium is required to be an accredited OSM Solutions Software Implementing Agent.
- (vi) Where bidders respond to this tender as part of a Joint Venture ("JV") or Consortium, each implementing member of the JV or Consortium must be accredited, and each member is required to complete and return the returnable **Schedule F.13.A Table F.13.A.1 Proof of Accreditation as Solutions Software Implementing Agent** and provide copy of their accreditation certification.
- (vii) CCT reserves the right to confirm the authenticity of this authorisation directly with SAP.

(d) Authorisation

- (i) In addition to A - Accreditation above Tenderers must be **authorised by the Original Software Manufacturers (OSM) as suitable and competent to implement SAP solutions** for the CCT's size and complexity.
- (ii) Tenderers must submit a valid and verifiable "Manufacturer Authorisation Form" (MAF) issued by SAP (SA) within 3 months before tender closing, explicitly endorsing the Tenderer as authorised SAP Solutions Software Implementing Agent to the CCT.
- (iii) Tenderers are required to complete and return the returnable **Schedule F.13.A. Table F.13.A.2 Proof of SAP Manufacturer Authorisation Form (MAF)** and provide copy of the MAF letter.
- (iv) The Tenderer must list the MAF letter in **Annexure F** (Tender Returnable Documents) **Schedule F.11** (List of Other Documents Attached by Tenderer) below and attach copies thereof to Schedule F.11.
- (v) Where bidders respond to this tender as part of a Joint Venture ("JV") or Consortium, the leading tendering entity of the JV or Consortium must be authorised and required to return the returnable **Schedule F.13.A Table F.13.A.2 Proof of SAP Manufacturer Authorisation Form (MAF)** and provide copy of the MAF letter.

2.2.1.1.6 Minimum score for functionality

- (a) **Only those tenders submitted by Tenderers who achieve the minimum score for functionality as stated below will be declared responsive.**
- (b) **The evaluation criteria and the maximum possible score for each is shown in the table below. The score achieved for functionality will be the sum of the individual evaluation criteria scores achieved, in the evaluation process.**
- (c) **Evaluation Criteria:**

Table T.2.2.1: Evaluation Criteria

Criteria #	Evaluation Criteria	Weight
1	Tenderer Solution Experience	40
2	Tenderer Methodology and Approach, Implementation Schedule and Implementation Organisation Structure	50

3	Team Members Experience	10
	Total	100

(d) The minimum qualifying score for functionality is 70 points.

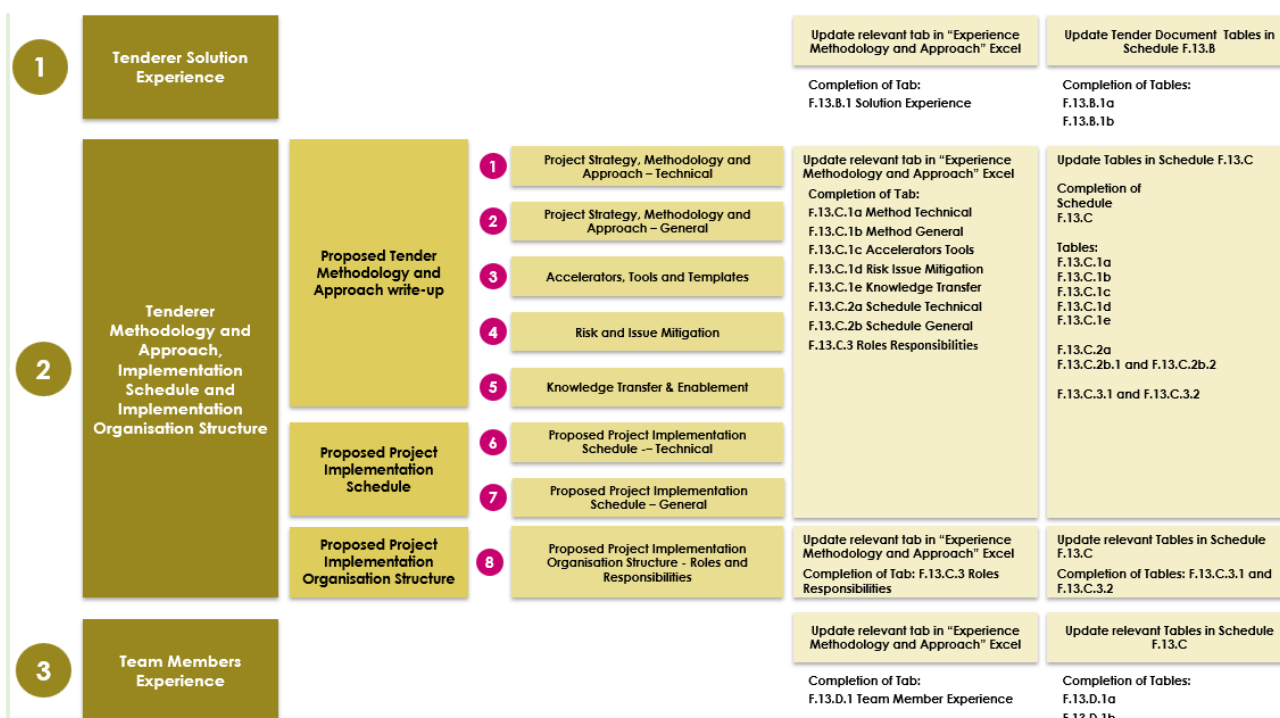
2.2.1.1.6.1 Instructions for Completing Functional Scoring:

(a) Tenderers to follow the instructions for completing Functional Scoring for the 3 Evaluation Criteria:

- Clause 2.2.1.1.6.1 (e) **“Tender Solution Experience”**;
- Clause 2.2.1.1.6.1 (f) **“Tenderer Methodology and Approach, Implementation Schedule and Implementation Organisation Structure”**;
- Clause 2.2.1.1.6.1 (g) **“Team Members Experience”**; and

(b) Tenderers to also follow clause 2.2.1.1.6.1 (h) General Instructions.

(c) The below diagram summarises the components of functional scoring with indication of where to complete the information.



(d) The returnable content for Functional Scoring must follow the sequence and numbering provided under the **“Contents Page”** as per clause 2.2.1.1.4 (c) to facilitate the evaluation process.

(e) Instructions for Completing Functional Scoring: “Tenderer Solution Experience”

- When completing the schedule for evaluation criteria **“Tenderer Solution Experience”** in Annexure F (Tender Returnable Documents) **Schedule F.13.B** (Functionality Criteria - Solution Experience) of this Tender the Tenderers shall:
- Complete **“Table F.13.B.1a Solution Experience”** and in relation to each required Critical CORE SAP Solution Area provide:
 - minimum of 1 (one) and maximum of 3 (three) Reference Client(s) where the Tenderer implemented the required Critical CORE SAP Solution Area; and
 - brief breakdown of the scope and description of the contract related to the referenced implementation.
- Complete **“Table F.13.B.1b Solution Experience continued”** and for each **referenced client** provide
 - mandatory minimum of 1 (one) contactable reference details (contact number and email) with the understanding that CCT will contact the provided reference to validate solution**

experience, and

- b. **Failure to provide contactable reference details** will equate to zero-point allocation.
- 4. Complete in the electronic returnable document (Excel) named **“Experience Methodology and Approach”**, the tab **“F.13.B.1 Solution Experience”** that combines and reflects tables F.13.B.1a and F.13.B.1b.
 - a. If the details between electronic returnable document (Excel) and the tables F.13.B.1a and F.13.B.1b are different the details in the original (hard copy) submission will prevail.
- 5. Provide a reference letter for each referenced Client listed in Schedule F.13.B; and ensure that the reference letter includes all SAP solution components implemented at such client.
 - a. The Tenderer **must** list the reference letter(s) in **Annexure F (Tender Returnable Documents) Schedule F.11 (List of Other Documents Attached by Tenderer)** and attach copies thereof to Schedule F.11; and
 - b. **Failure to provide Client reference letter(s)** will equate to zero points allocation.
- 6. For purposes of scoring evaluation criteria “Tender Solution Experience”, only the CCT Critical CORE SAP Solution Areas are included. These areas refer to logically grouped sets of SAP functionalities that are essential and uniquely configured to support the specific business processes of CCT.

(f) Instructions for Completing Functional Scoring: “Tenderer Methodology and Approach, Implementation Schedule and Implementation Organisation Structure”

- 1. When completing the schedule for evaluation criteria **“Tenderer Methodology and Approach, Implementation Schedule and Implementation Organisation Structure”** in Annexure F (Tender Returnable Documents) Schedule F.13.C (Functionality Criteria – Tenderer Methodology and Approach, Implementation Schedule and Implementation Organisation Structure) of this Tender, the Tenderers shall provide the following:
 - 1. **Proposed Tender Methodology and Approach write-up,**
 - 2. **Proposed Project Implementation Organisation Structure Schematic, and**
 - 3. **Proposed Project Implementation Organisation Structure Schematic.**

(f.1) Instructions for Completing Proposed Tender Methodology and Approach write-up

- 1. Provide the **“Proposed Tender Methodology and Approach write-up”** that include the following separate sections **as per the “Contents Page” template**.
 - a. the **“Project Strategy, Methodology and Approach – Technical”** section defines how the CCT Scope of Work will be achieved. This is to be documented per Project Dimensions and further broken down per Focus Group. This write-up must include the proposed solution architecture details, including proposed SAP HANA licenses required. The write to take into consideration the CCT expectations provided as:
 - i. Proposed (Possible) End-State Architecture in C.5 Figure C.5.1;
 - ii. Required End Goals and Proposed Future Architecture in Annexure J;
 - iii. Scope and Requirements captured in the BRTM in Annexure I; and
 - iv. Functional Requirements Frameworks in Annexures K.9 to K.13;
 - b. the **“Project Strategy, Methodology and Approach – General”** section defines how the project will be executed per Implementation Service.
 - i. The write-up to take into consideration the CCT expectations provided as Implementation Service Frameworks in Annexures K.1 to K.8;
 - c. the **“Accelerators, Tools and Templates”** details including the proposed tools and innovative practices to use for the project;
 - i. List the Accelerators, Tools and Templates in the section as provided in the “Contents Page” template and not anywhere else in the Tender submission.
 - ii. Evaluation of Accelerators, Tools and Templates will be based on this section in the tender response.

- d. the “**Risk and Issue Mitigation**” section details including identified potential risks experienced on other projects, proposed mitigation actions to be taken per the Implementation Service;
 - i. List the Risk and Issue Mitigation in the section as provided in the “Contents Page” template and not anywhere else in the Tender submission.
 - ii. Evaluation of Risk and Issue Mitigation will be based on this section in the tender response.
 - e. the “**Knowledge Transfer & Enablement**” details of proposal for Knowledge Transfer & Enablement per Implementation Service.
 - i. List the Knowledge Transfer & Enablement in the section as provided in the “Contents Page” template and not anywhere else in the Tender submission.
 - ii. Evaluation of Knowledge Transfer & Enablement will be based on this section in the tender response.
2. Where the entity tendering is a Joint Venture or Consortium, the Tenderer’s tender response must be accompanied by adding a table in the Proposed Tender Methodology and Approach write-up describing against each Implementation Service, and for Implementation Service Detail Design, Functional and Technical against each Project Dimension and Implementation Component, exactly what aspects of the work will be undertaken by each party to the joint venture or consortium.
 3. The “Proposed Tender Methodology and Approach write-up” will be evaluated and scored against the CCT expectations for Functionality Criteria provided in Annexure K Schedules K.1 to K.8 .
 4. List the “Proposed Tender Methodology and Approach write-up” in Annexure F (Tender Returnable Documents) **Schedule F.11** (List of Other Documents Attached by Tenderer) below and attach copies thereof to Schedule F.11 below.
 5. This “Proposed Tender Methodology and Approach write-up” will be used to evaluate **2.2.1.1.6** (Minimum score for functionality) and **2.2.1.1.7** (Compliance to Specifications).
 6. Complete “**Table F.13.C.1a Project Strategy, Methodology and Approach – Technical**” from the “Proposed Tender Methodology and Approach write-up” as follows:
 - a. Based on the “Proposed Tender Methodology and Approach write-up” **populate proposed SAP Module(s) (Licenses)** to satisfy the requirement for each Project Dimension.
 - i. The CCT Proposed Future Architecture that is documented under **Annexure J** list the current SAP licenses and CCT Proposed future SAP licenses against each CCT Project Dimension.
 - ii. The proposed SAP related licenses as included in the CORE Plus License Tender that went to market separately from this tender is documented under J.16 PROPOSED SAP LICENSES FOR CCT.
 - iii. CCT cannot procure any SAP licenses not provided for in the CORE Plus License Tender.
 - 1) Tenderers must note that the SAP licence names and product terminology referenced within this tender are based on the SAP licensing information available to CCT as at the License tender publication date.
 - 2) CCT acknowledges that SAP product names, licence names and packaging structures may change over time due to SAP product evolution and licensing changes.
 - 3) Tenderers are therefore required to price and respond based on the SAP licence names and terminology published within this tender specification (**Annexure J and Price Schedule 1**) and include reference to the revised license naming information.
 - 4) Where a Tenderer identifies that an SAP licence or product name has changed, been renamed, consolidated or replaced by SAP, the Tenderer must clearly indicate this within the Tenderer Methodology and Approach write-up, including:
 - i. the original licence name referenced in the tender,
 - ii. the updated SAP licence or product name,
 - iii. and confirmation that the proposed replacement satisfies the CCT requirement.
 - iv. Any proposed alternative or renamed SAP licence must remain aligned to the scope, intent and functional requirements defined within the tender specification.
 - b. Based on the “Proposed Tender Methodology and Approach write-up” **populate proposed approach** to implement per Project Dimension and further breakdown per Focus Group.

- c. Include references (file, section and page number) to the relevant content in “Proposed Tender Methodology and Approach” write-up against each line in table F.13.C.1a.
 - d. Functional scoring points will be awarded against each line according to the potential point value indicated in Table F.13.C.1a.
 - e. It is CCT’s expectation that the Price Schedules fully cater for the effort reflected in “Table F.13.C.1a Project Strategy, Methodology and Approach – Technical”.
 - f. Complete in the electronic returnable document (Excel) named “**Experience Methodology and Approach**” the tab “**F.13.C.1a Method Technical**”.
 - g. If the details between electronic returnable document (Excel) and the table F.13.C.1a are different the original (hard copy) submission will prevail.
7. Complete “**Table F.13.C.1b Project Strategy, Methodology and Approach – General**” from the “Proposed Tender Methodology and Approach write-up” as follows:
- a. Based on the “Proposed Tender Methodology and Approach write-up” populate summary strategy, methodology and approach for the respective Implementation Services.
 - b. Include reference (file, section and page number) to relevant content in “Proposed Tender Methodology and Approach” write-up against each line.
 - c. Functional scoring points will be awarded against each line as per the potential points value indicated in Table F.13.C.1b.
 - d. It is CCT’s expectation that the Price Schedules fully cater for the effort reflected in “Table F.13.C.1b Project Strategy, Methodology and Approach – General”.
 - e. Complete in the electronic returnable document (Excel) named “**Experience Methodology and Approach**” the tab “**F.13.C.1b Method General**”.
 - f. If the details between electronic returnable document (Excel) and the tables F.13.C.1b are different the original (hard copy) submission will prevail.
8. Complete “**Table F.13.C.1c Accelerators, Tools and Templates**” from the “Tender Methodology and Approach write-up” as follows:
- a. Based on the “Proposed Tender Methodology and Approach write-up” list the accelerators, tools or templates proposed for use on the project and describe how each will benefit the project.
 - b. Indicate to which Implementation Service(s) each accelerator, tool or template relates.
 - c. Include references (file, section and page number) to the relevant content in Proposed Tender Methodology and Approach write-up.
 - d. Functional scoring points will be awarded against each line according to the potential points value in Table F.13.C.1c.
 - e. If the details between electronic returnable document (Excel) and the tables F.13.C.1b are different the original (hard copy) submission will prevail.
 - f. It is CCT’s expectation that the Price Schedules fully cater for the license costs and effort reflected in “Table F.13.C.1c Accelerators, Tools and Templates”.
 - a. CCT cannot procure any Accelerators or Tools with the associated licenses outside the project, and it is for Tenderer to provide and cost.
 - b. CCT does not have 3rd Party SAP tools available.
 - g. Complete in the electronic returnable document (Excel) named “Experience Methodology and Approach” the tab “F.13.C.1c Accelerators Tools”.
 - h. If the details between electronic returnable document (Excel) and the tables F.13.C.1c are different the original (hard copy) submission will prevail.
9. Complete “**Table F.13.C.1d Risk and Issue Mitigation**” from the “Proposed Tender Methodology and Approach write-up” as follows:
- a. Based on the “Proposed Tender Methodology and Approach write-up”, identity potential risks experienced on other projects and propose mitigation action(s).
 - b. Indicate the Implementation Service(s) to which each risk relates.
 - c. Include reference (file, section and page number) to the relevant content in “Proposed Tender

Methodology and Approach” write-up.

- d. Functional scoring points will be awarded against each line according to the potential points value; in Table F.12.C.1d.
 - e. It is CCT’s expectation that the Price Schedules fully cater for the effort reflected in “Table F.13.C.1d Risk and Issue Mitigation”.
 - f. Complete in the electronic returnable document (Excel) named “**Experience Methodology and Approach**” the tab “**F.13.C.1d Risk Issue Mitigation**”.
 - g. If the details between electronic returnable document (Excel) and the tables F.13.C.1d are different the original (hard copy) submission will prevail.
10. Complete “**Table F.13.C.1e Knowledge Transfer & Enablement**” from the “Proposed Tender Methodology and Approach write-up” as follows;
- a. Based on the “Proposed Tender Methodology and Approach” write-up, summarise the approach to transfer knowledge against each Implementation Service.
 - b. Include reference (file, section and page number) to the relevant content in “Proposed Tender Methodology and Approach” write-up.
 - c. Functional scoring points will be awarded against each line according to the potential points value in Table F.13.C.1e.
 - d. It is the CCT’s expectation that the Price Schedules fully cater for the effort reflected “Table F.13.C.1e Knowledge Transfer & Enablement”.
 - e. Complete in the electronic returnable document (Excel) named “Experience Methodology and Approach” the tab “F.13.C.1e Knowledge Transfer”.
 - f. If the details between electronic returnable document (Excel) and the tables F.13.C.1e are different the original (hard copy) submission will prevail.

(f.2) Instructions for Completing Proposed Project Implementation Schedule

1. Provide the “**Proposed Project Implementation Schedule**” as per the “**Contents Page**” template taking into consideration the CCT expectations below.
 - a. Provide **estimated proposed High-Level Activity Phases** (Start Date and End Date) to implement each CCT Project Dimension with clear indication of Releases.
 - b. Provide **estimated proposed High-Level Activity Duration** (Start Date and End Date) for each Implementation Services (Project Discipline) and for the Implementation Service Detail Design, Functional and Technical breakdown per Implementation Components representing planned implementation dates.
 - c. Provide **Key Deliverables** per project phase per Implementation Services (Project Discipline).
 - i. The expectation is alignment of deliverables to the CCT minimum requirements as defined per Implementation Service in Annexure K (CCT Requirements Frameworks) Schedules K1.1 Project Management and Governance.
 - ii. Failure to make provision for all deliverables as per the CCT minimum expectation may equate to zero point allocation.
 - d. Provide **Key Dependencies** per project phase per Implementation Services (Project Discipline).
 - i. List sequencing and dependencies of SAP solution components linked to releases, indicating where functional areas fit in, with justification for their placement on the project timeline.
 - e. Provide details of the identified **Critical Path** per Release and project as a whole.
 - f. Provide **resource allocation and resource loading** per Implementation Services (Project Discipline), and for the Implementation Service Detail Design, Functional and Technical breakdown per Implementation Component.
 - g. Provide Testing and Go-Live per release.
 - h. Provide Quality and Stage Gates per release and project as a whole.
 - i. The Tenderer must provide the “Proposed Project Implementation Schedule” in MS Project and PDF formats on the USB drive.

- i. The PDF format must be printed and included in the tender submission as per the “Contents Page” template.
 - j. The Tenderer must list both the MS Project and PDF versions of the “Proposed Project Implementation Schedule” in Annexure F (Tender Returnable Documents) Schedule F.11 (List of Other Documents Attached by Tenderer) below and attach copies thereof to Schedule F.11.
 - k. For Stage 2 CCT expects that the Price Schedules fully cater for the effort reflected in the “Proposed Project Implementation Schedule”.
 - i. Price Schedules 1 to 4 provides for Implementation costing. Costing related to activities on the Proposed Project Implementation Schedule is to be included in Price Schedules 1 to 4.
 - ii. Price Schedule 5 is Aggregate of Price Schedules 1 to 4; and no additional implementation costs can be introduced in this schedule.
 - iii. Price Schedules 6 to 9 are Rate Based and provides for cost per unit only; and is not part of the Implementation costs. No costing related to activities on the Proposed Project Implementation Schedule is to be included in Price Schedules 6 to 9.
2. Complete “**Table F.13.C.2a Proposed Project Implementation Schedule – Technical**” from the “Proposed Project Implementation Schedule” as follows:
 - a. Based on the “Proposed Project Implementation Schedule”, indicate the proposed project release for each Implementation Component by capturing “Yes” in the respective release column (e.g., Funds Management to replace Investment Management is planned for Release 2).
 - b. Provide reasoning for each release allocation in column “List Sequencing and dependencies”, indicating how SAP solution components are linked to releases and how functional areas fit into the project timeline”.
 - c. Include references to relevant details in the “Proposed Project Implementation Schedule” against each line in tables F.13.C.2a.
 - d. Functional scoring points will be awarded against each line as per the potential point value in Table F.13.C.2a.
 - e. It is CCT’s expectation that the Price Schedules fully cater for the effort reflected in “Table F.13.C.2a Schedule Technical”.
 - f. Complete in the electronic returnable document (Excel) named “Experience Methodology and Approach” the tab “F.13.C.2a Schedule Technical” representing table F.13.C.2a.
 - g. If the details between electronic returnable document (Excel) and the table F.13.C.2a are different the original (hard copy) submission will prevail;
3. Complete “**Table F.13.C.2b.1 Proposed Project Implementation Schedule – General**” and “Table F.13.C.2b.2 Proposed Project Implementation Schedule – General continued” from the “Proposed Project Implementation Schedule” as follows:
 - a. To complete Line 1: Planning per CCT Project Dimensions as per Annexure J – CCT Required End Goals and Proposed Future Architecture.
 - i. The Tenderer to provide breakdown in Proposed Project Implementation Schedule for each CCT Project Dimension as defined in **Table J.1: CCT Project Dimension and Focus Group Allocation as per Clause 2.1.2.3.40**;
 - b. To complete Line 2: Planning per Implementation Service the Tenderer is to provide breakdown in the Proposed Project Implementation Schedule for the **Implementation Services as per clause 2.1.2.3.29**.
 - c. based on the “Proposed Project Implementation Schedule” indicate against each Implementation Service by capturing “Yes” in the respective columns whether the CCT expectations are catered for.
 - i. Example: For Expectation 3 the key deliverables of all implementation services such as Project Management and Testing are listed in the MS Project schedule against the relevant project phase;
 - ii. include relevant reference to details in “Proposed Project Implementation Schedule” against each line in tables F.13.C.2b.2;
 - d. Functional scoring points will be awarded against each line according to the potential point value

in Table F.13.C.2b.2.

- e. It is CCT's expectation that the Price Schedules fully cater for the effort reflected in "Table F.13.C.2b.1 Proposed Project Implementation Schedule – General" and "Table F.13.C.2b.2 Proposed Project Implementation Schedule – General continued".
- f. Complete in the electronic returnable document (Excel) named "Experience Methodology and Approach", the tab "F.13.C.2b Schedule General" representing Tables F.13.C.2b.1 and F.13.C.2b.2.
- i. If the details between electronic returnable document (Excel) and the tables F.13.C.2b.1 and F.13.C.2b.2 are different the original (hard copy) submission will prevail.

(f.3) Instructions for Completing Proposed Project Implementation Organisation Structure Schematic

1. Provide the **"Proposed Project Implementation Organisation Structure Schematic" as per the "Contents Page" template.**
 - a. The Tenderer must list the "Proposed Project Implementation Organisation Structure" Schematic in **Annexure F** (Tender Returnable Documents) **Schedule F.11** (List of Other Documents Attached by Tenderer) and attach copies thereof to Schedule F.11.
2. Complete **"Table F.13.C.3.1 Proposed Project Implementation Organisation Structure - Roles and Responsibilities"** and **"Table F.13.C.3.2 Proposed Project Implementation Organisation Structure - Roles and Responsibilities continued"** based on the "Proposed Project Implementation Organisation Structure Schematic" as follows.
 - a. Ensure that every role shown in the "Proposed Project Implementation Organisation Structure Schematic" is represented by a unique role entry on Schedule F.13.C Tables F.13.C.3.1 and F.13.C.3.2.
 - b. Where the role links to one of the CCT Critical Roles from Schedule F.13.D.1 (Team Member Experience) indicate to which critical role it links in column "Allocation to Proposed Project Critical Role".
 - c. Populate the number of resources per role in this schedule and indicate allocation of the role to the relevant Implementation Service (Project Dimensions) as per the CCT minimum roles and responsibilities defined per Implementation Service in Annexure K (CCT Requirements Frameworks) Schedules K1 to K8.
 - i. Example: If the proposal indicates 3 (three) resources for unique role of "Integration Specialist", the Tenderer must capture "3" against "Detail Design, Functional and Technical" Implementation Service column. The CCT expects the total number of proposed project resources to equal the aggregate of all resource counts for the Implementation Services columns;
 - ii. Not making provision for all roles as per the CCT expectation for minimum roles and responsibilities may equate to zero-point allocation).
 - d. Indicate by entering a "Yes" against the Proposed Project Dimensions on which each role will be allocated to.
 - i. Example: The Unique Role of "Principal Time Management Consultant" will work on project dimension "Human Capital Management". The CCT expects adequate functional and technical resource allocation against Proposed Project Dimensions in accordance with Annexure K (CCT Implementation Services and Functional Requirements Frameworks) Schedule K.3 (Framework: Detail Design, Functional and Technical).
 - e. Functional scoring points will be awarded against each line as per the potential point value in "Table F.13.C.3.2 Proposed Project Implementation Organisation Structure - Roles and Responsibilities continued".
 - f. The "Proposed Project Implementation Organisation Structure - Roles and Responsibilities" will be evaluated and scored against the CCT expectations for as defined in the Roles and Responsibilities under Annexure K Schedules K.1 to K.8.
 - g. Complete in the electronic returnable document (Excel) named "Experience Methodology and Approach" the tab "F.13.C.3 Roles Responsibilities" that represent Tables F.13.C.3.1 and F.13.C.3.2.

- h. If the details between electronic returnable document (Excel) and the tables F.13.C.3.1 and F.13.C.3.2 are different the original (hard copy) submission will prevail.
- i. For Stage 2 CCT expects that the Price Schedules fully cater for the team members reflected in “Table F.13.C.3.1 Proposed Project Implementation Organisation Structure - Roles and Responsibilities” and “Table F.13.C.3.2 Proposed Project Implementation Organisation Structure - Roles and Responsibilities continued”.
 - i. Price Schedules 1 to 4 provides for Implementation costing. Costing related to roles on the Proposed Project Implementation Organisation Structure is to be included in Price Schedules 1 to 4.
 - ii. Price Schedule 5 is Aggregate of Price Schedules 1 to 4; and no additional implementation costs can be introduced in this schedule.
 - iii. Price Schedules 6 to 9 are Rate Based and provides for cost per unit only; and is not part of the Implementation costs. No costing related to roles on the Proposed Project Implementation Organisation Structure is to be included in Price Schedules 6 to 9.

(g) Instructions for Completing Functional Scoring: “Team Member Experience”

1. When completing the schedule for evaluation criteria “**Team Member Experience**” in Annexure F (Tender Returnable Documents) **Schedule F.13.D** (Functionality Criteria – Team Member Experience) of this Tender the Tenderers must:
2. complete “**Table F.13.D.1a Team Member Experience**” with the proposed named resource against the proposed CCT Project Critical Role, the company the team member belongs to and brief summary of the team member skill set;
 - a. **Not providing named resource against every CCT Critical Roles which will equate to zero-point allocation.**
3. complete “**Table F.13.D.1b Team Member Experience continued**” with further details of the named team members, including, but not limited to the period of experience, area of discipline and specialities. Note the CCT minimum expectation for critical roles is 8 years SAP experience, including full upgrade or implementation cycle experience of SAP S/4HANA;
4. complete in the electronic returnable document (Excel) named “**Experience Methodology and Approach**” the tab “**F.13.D.1 Team Member Experience**” that combine and reflect tables F.13.D.1a and F.13.D.1b. In case of differences between electronic tab F.13.D.1 (Excel) and tables F.13.D.1.a and F.13.D.1b the original (hard copy) submission will prevail;
5. provide for **each team member the CV with certified copies of qualifications and certifications.**
 - a. The Tenderer **must** list the CV(s), Qualifications and Certifications that is valid at closing date of tender in Annexure F (Tender Returnable Documents) Schedule F.11 (List of Other Documents Attached by Tenderer) below and attach copies thereof to Schedule F.11 below;
 - b. **Not providing CV(s), Qualifications and Certifications is deemed missing proof which will equate to zero-point allocation.**
6. for purposes of scoring evaluation criteria “Team Member Experience”, only the CCT Critical Roles are included. These roles refer to those whose contribution is vital to the success of the SAP implementation and the achievement of project objectives.
 - a. A named resource can only be allocated to 1 (one) critical role; and
7. take note that once contracted if any key staff are no longer available, CCT expects replacement with a resource equivalent or better than the resource put forward in this schedule for functional evaluation.

(h) Instructions for Completing Functional Scoring: General

1. **Tenderers to print “Contents Page” as per clause 2.2.1.1.4 (c) and create associated file dividers that MUST BE USED to separate and clearly identity the returnable documents referenced in Section T.2.2.1.1.6.**
2. Each Returnable Schedule under Section 2.2.1.1.6 **must be attached to the relevant file divider.**
3. All returnable documents listed under Section 2.2.1.1.6 **must follow the sequence** of the schedules listed in Annexure F (Tender Returnable Documents) Schedule F.13.B to Schedule F.13.D.

4. Content of Annexure F (Tender Returnable Documents) Schedule F.13.B to Schedule F.13.D **to have headings in sequence of the minimum requirements as per the tables in these schedules.**
5. Any additional information can be structured by Tenderer after expected returnable items.
6. List in Annexure F (Tender Returnable Documents) Schedule F.11 (List of Other Documents Attached by Tenderer) the below items and attach copies thereof to Schedule F.11.
 - a. Proposed Tender Methodology and Approach write-up
 - b. Proposed Project Implementation Schedule
 - c. Proposed Project Implementation Organisation Structure
7. The electronic returnable document (Excel) named “Experience Methodology and Approach” must also be provided to CCT as part of the tender submission on an USB storage device.
8. Failure to provide supporting proof under Functionality Schedules (F.13) will result in a score of zero for that criterion.
9. All document in PDF format must be searchable and not scanned copies of original printed documents.

Table T.2.2.2: Scoring guide for the evaluation of the evidence provided by Tenderers

No	Requirement	Scoring criteria	Points	Maximum Points	Evidence/ supporting schedule required
1	Tenderer Solution Experience Tenderer must demonstrate capability to deliver the scope of work required by providing experience of previous implementation project(s) completed or in progress in the last 10 years prior to tender publication date, detailing the required critical SAP Areas. Reference letter should indicate all Critical SAP Solution Areas implemented per project that cover all project phases as per the CCT methodology.	Verified references of < 10 of required Critical CORE SAP Solution Areas Verified references of >= 10 and <= 13 required Critical CORE SAP Solution Areas including Utilities, Enterprise Management, SAP Integration Suite, SuccessFactors Employee Central, Service Cloud and Strategic Sourcing Verified references of 14 required Critical CORE SAP Solution Areas including Utilities, Enterprise Management, SAP Integration Suite, SuccessFactors Employee Central, Service Cloud and Strategic Sourcing Verified references of all 15 required Critical CORE SAP Solution Areas	0 20 30 40	40	List all solution experience for CCT critical SAP modules on Schedule: F.13.B Tables: F.13.B.1a F.13.B.1b
2	Tenderer Methodology and Approach, Implementation Schedule and Implementation Organisation Structure Tenderer to provide proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure as to how CCT requirements for project implementation are to be met. 1. Proposed Tender Methodology and Approach: A write-up of strategy, solution, methodology, approach, deliverables, assumptions and undertaking as to how CCT requirements for project implementation are to be met. The approach includes strategy, proposed solution architecture including details of proposed SAP HANA licenses with sequencing, approach and undertaking per CCT Project Dimension and focus group how to achieve end goals as well as the scope and requirements. This is to include details on: a. Accelerators, Tools and Templates b. Issues and Risk Mitigation c. Knowledge Transfer 2. Proposed Project Implementation Schedule: This to include start date and end date of high-level activities aligned to CCT System Development Life Cycle (SDLC) methodology, critical path, sequencing of solution modules and how solution components can be implemented in parallel together with dependencies, milestones and roles per high-level activities. 3. Proposed Project Implementation Organisation Structure: This is to include roles and responsibilities, and a schematic representation linked to the proposed releases of the project.	One or more of the below 3 items are not provided. - Proposed Tender Methodology and Approach write-up. - Proposed Project Implementation Schedule. - Proposed Project Implementation Organisation Structure. Proposed Tender Methodology and Approach write-up that states how the project will achieve implementation outcome is provided and partially include for implementation services (project disciplines) a. Accelerators, Tools and Templates b. Issues and Risk Mitigation c. Knowledge Transfer Proposed Project Implementation Schedule is provided with milestones and deliverables are provided. Proposed Project Implementation Organisation Structure including schematic representation is provided. Scoring is as per point allocation per schedule list with total possible score per schedule indicated below: F.13.C.1a (14) Project Strategy, Methodology and Approach - Technical F.13.C.1b (2) Project Strategy, Methodology and Approach - General F.13.C.1c (1.75) Accelerators, Tools and Templates F.13.C.1d (1.75) Risk and Issue Mitigation F.13.C.1e (1.5) Knowledge Transfer & Enablement F.13.C.2a (8) Proposed Project Implementation Schedule - Technical F.13.C.2b.1 and F.13.C.2b.2 (11) Proposed Project Implementation Schedule - General F.13.C.3.1 and F.13.C.3.2 (10) Proposed Project Implementation Organisation Structure - Roles and Responsibilities	0 Calculated	50	Proposed Tender Methodology and Approach write-up in PDF Proposed Project Implementation Schedule in MS Project and PDF Proposed Project Implementation Organisation Structure Schematic in PDF Ccompletion of Schedule F.13.C Tables: F.13.C.1a F.13.C.1b F.13.C.1c F.13.C.1d F.13.C.1e F.13.C.2a F.13.C.2b.1 and F.13.C.2b.2 F.13.C.3.1 and F.13.C.3.2

		Proposed Tender Methodology and Approach write-up that states how the project will achieve implementation outcome for CCT Project Dimensions as defined in Price Schedule addressing achievement end goal, scope and requirements including proposed solution components is provided. F.13.C.1a (14) Project Strategy, Methodology and Approach - Technical F.13.C.1b (2) Project Strategy, Methodology and Approach - General And include for all implementation services (project disciplines) a. F.13.C.1c (1.75) Accelerators, Tools and Templates b. F.13.C.1d (1.75) Risk and Issue Mitigation c. F.13.C.1e (1.5) Knowledge Transfer & Enablement Proposed project implementation schedule with releases, sequencing, milestones, deliverables, critical path and dependencies that link to CCT Project Dimensions as defined in Price Schedule. F.13.C.2a (8) Proposed Project Implementation Schedule - Technical F.13.C.2b.1 and F.13.C.2b.2 (11) Proposed Project Implementation Schedule - General Proposed Project Implementation Organisation Structure with roles and responsibilities, including schematic representation, that link to Proposed project implementation schedule inclusive of CCT Project Dimensions as defined in Price Schedule. F.13.C.3.1 and F.13.C.3.2 (10) Proposed Project Implementation Organisation Structure - Roles and Responsibilities	50		
3	Team Members Experience Provide proposed team members and their relevant experience against the CCT Critical Roles. Team Member Experience should indicate skillset, area of discipline and specialities, SAP modules implemented and certified for; relevant to the CCT requirements. The minimum expectation for critical roles is 8 years SAP experience that include full upgrade or implementation cycle experience SAP S/4HANA. Also provide for each team member the CV with certified copies of qualifications and certifications.	Team member experience provided for < 16 critical roles stipulated in Tables F.13.D.1a Team member experience provided for All 16 critical roles stipulated in Tables F.13.D.1a	0 10	10	List of experience for all CCT critical team members roles on Schedule: F.13.D Tables: F.13.D.1a F.13.D.1b CV's Certified Qualifications and Certifications
	Total			100	

- (b) Where the entity tendering is a Joint Venture or Consortium, the Tenderer's tender response must be accompanied by adding a table in the Proposed Tender Methodology and Approach write-up describing against each Implementation Service, and for Implementation Service Detail Design, Functional and Technical against each Project Dimension and Implementation Component, exactly what aspects of the work will be undertaken by each party to the joint venture or consortium.
- (c) Tenderers shall ensure that all relevant information has been submitted with the tender offer in the prescribed format to ensure optimal scoring of functionality points for each Evaluation Criteria. Failure to provide all information IN THIS TENDER SUBMISSION could result in the Tenderer not being able to achieve the specified minimum scoring.

- (d) Scoring will only be based on verified track record; should the CCT not be able to verify track record after reasonable attempt, then Tenderers will not obtain scoring for those track records.

2.2.1.1.7 Compliance to Specifications

- (a) Tenderers are required to provide all returnable documents as requested for compliance to specifications; and failure to do so may deem Tenderer non-responsive in terms of this clause.
- (b) (Anything found not compliant with CCT specifications could result in Tenderers being found non-responsive in terms of this clause. This includes the following:
1. not aligning to **Implementation Services** as defined in the Implementation Service Frameworks in Annexure K (CCT Implementation Services and Functional Requirements Frameworks) Schedules K.1 to K.8; OR
 2. not aligning to **Solution Scope of Work** as defined in the following:
 - (i) Requirements captured in the BRTM in Annexure I; OR
 - (ii) CCT Required End Goals and Proposed Future Architecture in Annexure J; OR
 - (iii) Functional Requirements Frameworks in Annexures K.9 to K.13; OR
 3. not providing a proposed project implementation schedule that is realistic, complete, sequenced, dependency-based, aligned to the Implementation Services, Project Dimensions, Price Schedules and required project milestones, and capable of supporting delivery within the contract period and CCT's required implementation outcomes; OR
 4. not aligning to anticipated project implementation timelines in anticipated manner.
- (c) In addition to the **2.2.1.1.6 Minimum score for functionality** the Tenderer Proposed Tender Methodology and Approach write-up will be evaluated to ensure how the Tenderer is to execute the various project Implementation Services aligns to CCT minimum requirements and defines how Scope of Work will be achieved.

2.2.1.1.7.1 Implementation Services (Project Disciplines)

- (a) The “**Proposed Tender Methodology and Approach write-up**” to provide detail on the project **Implementation Services** considering the CCT minimum requirements provided in the following Annexures:
1. Annexure K Schedule K.1: Framework – Project Management and Governance
 2. Annexure K Schedule K.2: Framework – Change Management including Communications
 3. Annexure K Schedule K.3: Framework – Detail Design, Functional and Technical
 4. Annexure K Schedule K.4: Framework – Testing
 5. Annexure K Schedule K.5: Framework – Training
 6. Annexure K Schedule K.6: Framework – Data Migration
 7. Annexure K Schedule K.7: Framework – Data Cleansing
 8. Annexure K Schedule K.8: Framework – Post Go-Live Stabilisation & Acceptance

2.2.1.1.7.2 Achievement of Solution Scope of Work

- (a) The “**Proposed Tender Methodology and Approach write-up**” to provide detail for **Achievement of Solution Scope of Work** considering the CCT minimum requirements provided in the following Annexures:
1. Annexure I: Requirements captured in the BRTM
 2. Annexure J: CCT Required End Goals and Proposed Future Architecture

3. Annexure K Schedule K.9 Framework – Records Management
4. Annexure K Schedule K.10 Framework – Archiving
5. Annexure K Schedule K.11 Framework – Reporting, Data and Analytics
6. Annexure K Schedule K.12 Framework – Workflows
7. Annexure K Schedule K.13 Framework – EPIC Contraventions
8. Annexure L: SAP Assessments and Current SAP Environments

2.2.1.1.7.3 Mapping of the minimum CCT requirements

- (a) See in the table below the mapping of the minimum CCT requirements for **Implementation Services** (Annexure K Schedule K.1 to K.8) and **Scope of Work** (Annexure I, Annexure J, Annexure K Schedules K.9 to K.13 and Annexure L) to the expected returnable schedules.

Table 2.2.3 Returnable Documents

Returnable Document	Framework	Annexure that contains minimum CCT Expectations
Schedule F.13.E	Project Management and Governance	Annexure K – Schedule K.1
Schedule F.13.F	Change Management including Communications	Annexure K – Schedule K.2
Schedule F.13.G	Detail Design, Functional and Technical	Annexure K – Schedule K.3
Schedule F.13.H	Testing	Annexure K – Schedule K.4
Schedule F.13.I	Training	Annexure K – Schedule K.5
Schedule F.13.J	Data Migration	Annexure K – Schedule K.6
Schedule F.13.K	Data Cleansing	Annexure K – Schedule K.7
Schedule F.13.L	Post Go-Live Stabilisation & Acceptance	Annexure K – Schedule K.8
Schedule F.13.M	Achievement of Solution Scope of Work	Annexure I Annexure J Annexure K – Schedule K.9 Annexure K – Schedule K.10 Annexure K – Schedule K.11 Annexure K – Schedule K.12 Annexure K – Schedule K.13 Annexure L

- (b) Tenderers to print Index pages under Annexure F (Tender Returnable Documents) Schedule F.13.E to Schedule F.13.M that **MUST BE USED** as file dividers for returnable supporting documentation related to these schedules under Section T.2.2.1.1.6.
- (c) Each Returnable Schedule under Section 2.2.1.1.6 must be attached to the relevant file divider **as per the Contents Page as per clause 2.2.1.1.4 (c)**.
- (d) All returnable items listed under Section 2.2.1.1.6 must follow the sequence of the schedules listed in Annexure F Schedule F.13.E to Schedule F.13.M.
- (e) Content of Annexure F (Tender Returnable Documents) Schedule F.13.E to Schedule F.13.M to have headings in sequence of the minimum requirements as per the tables in these schedules.
- (f) Any additional information can be structured by the Tenderer after the expected returnable items.
- (g) List the documentation for Returnable Schedule under Section 2.2.1.1.6 in Annexure F (Tender Returnable Documents) Schedule F.11 (List of Other Documents Attached by Tenderer) below and attach copies thereof to Schedule F.11.

2.2.2 Cost of tendering

- (a) The CCT will not be liable for any costs incurred in the preparation and submission of a tender offer, including the costs of any testing necessary to demonstrate that aspects of the offer comply with

requirements.

2.2.3 Check documents

- (a) The documents issued by the CCT for the purpose of a tender offer are listed in the index of this tender document.
- (b) Before submission of any tender, the Tenderer should check the number of pages, and if any are found to be missing or duplicated, or the figures or writing is indistinct, or if the Price Schedule contains any obvious errors, the Tenderer must send notification to the CCT at once to have the same rectified.

2.2.4 Confidentiality and copyright of documents

- (a) The Tenderer shall treat as strictly confidential all matters arising in connection with the tender. Use and copy the documents issued by the CCT only for the purpose of preparing and submitting a tender offer in response to the invitation.

2.2.5 Reference documents

- (a) The Tenderer shall obtain, as necessary for submitting a tender offer, copies of the latest versions of standards, specifications, Conditions of Contract and other publications, which are not attached but which are incorporated into the tender document(s) by reference.

2.2.6 Acknowledge and comply with notices

- (a) The Tenderer shall acknowledge receipt of notices to the tender documents, which the CCT may issue, and shall fully comply with all instructions issued in the said notices, and if necessary, apply for an extension of the closing time stated on the front page of the tender document, in order to take the notices into account. Notwithstanding any requests for confirmation of receipt of the said notices issued, the Tenderer shall be deemed to have received such notices if the CCT can show proof of transmission thereof via electronic mail, facsimile, or registered post or other lawful means.

2.2.7 Clarification meeting

- (a) The Tenderer is strongly advised to attend, where required, a clarification meeting at which Tenderers may familiarise themselves with aspects of the proposed work, services or supply and pose questions. Details of the meeting(s) are stated in the General Tender Information (i.e., in item T.1 above).
- (b) Tenderers should be represented at the site visit/clarification meeting by a duly authorised person who is suitably qualified and experienced to comprehend the implications of the work involved.

2.2.8 Seek clarification

- (a) The Tenderer shall request clarification of the tender documents, if necessary, by notifying the CCT at least one week before the closing time stated in the General Tender Information (i.e., in item T.1 above), where possible.

2.2.9 Pricing the tender offer

2.2.9.1 The Tenderer **must** comply with all pricing instructions as stated on the Price Schedule.

2.2.10 Alterations to documents

2.2.10.1 The Tenderer **must** not make any alterations or additions to the tender documents, except to comply with instructions issued by the CCT in writing, or necessary to correct errors made by the Tenderer. All signatories to the tender offer shall initial all such alterations.

2.2.11 Alternative tender offers

2.2.11.1 Unless otherwise stated in the Conditions of Tender, Tenderers may submit an alternative tender offer only if a main tender offer - fully compliant with all requirements of the tender documents - is also submitted.

- (a) If a Tenderer wishes to submit an alternative tender offer, he/she/it shall do so as a separate offer on a complete set of tender documents. The alternative tender offer shall be submitted in a separate sealed envelope clearly marked "Alternative Tender" in order to distinguish it from the main tender offer.
- (b) Alternative tenders shall be considered only if the main offer complies with all requirements.
- (c) Only the alternative of the highest ranked acceptable main tender offer (that is, submitted by the same Tenderer) will be considered, and if appropriate, recommended for award.
- (d) Alternative tender offers of any, but the highest ranked main tender offer will not be considered.
- (e) An alternative tender offer to the highest ranked acceptable main tender offer that is priced higher than the main tender offer may be recommended for award, provided that the ranking of the alternative tender offer is higher than the ranking of the next ranked acceptable main tender offer.
- (f) The CCT will not be bound to consider alternative Tenders and shall have sole discretion in this regard. In the event that the alternative is accepted, the Tenderer warrants that the alternative offer complies in all respects with the CCT's standards and requirements as set out in the tender document.

2.2.11.2 Acceptance of an alternative tender offer by the CCT may be based only on the criteria stated in the Conditions of Tender or applicable criteria otherwise acceptable to the CCT.

2.2.12 Submitting a tender offer

2.2.12.1 The Tenderer is required to submit one hard copy tender offer only on the original tender documents as issued by the CCT, either as a single tendering entity or as a member in a joint venture to provide the whole of the works, services or supply identified in the Conditions of Contract and described in the Specifications. Only those tenders submitted on the tender documents as issued by the CCT together with all Tender Returnable Documents duly completed and signed will be declared responsive.

2.2.12.2 For the Tender Document, the Tenderer shall return the entire hard copy tender document to the CCT after completing it in its entirety. There are two ways that the Tenderers can fill-in the Tender document one being electronically (if the tender is downloaded in electronic format) or two by handwriting legibly in non-erasable ink.

2.2.12.3 The Tenderer shall sign the original tender offer where required in terms of the Conditions of Tender.

- (a) The tender shall be signed by a person duly authorised by the Tenderer to do so. Tenders submitted by joint ventures of two or more firms shall be accompanied by the document of formation / founding document of the joint venture or any other document signed by all Parties, in which is defined precisely the conditions under which the joint venture will function, its period of duration, the persons authorised to represent and obligate it, the participation of the several firms forming the joint venture, and any other information necessary to permit a full appraisal of its functioning. Signatories for Tenderers proposing to contract as joint ventures shall state which of the signatories is the lead partner.
- (b) Tenderers must complete **in addition to the hard copy tender document as directed in 2.2.12.2 the below documentation** in electronic format (Excel, PDF or MS Projects) on a USB storage device and submit the USB storage device with the tender document.
 - (i) **"Experience Methodology and Approach"** in Excel as downloaded as part of the tender documentation;
 - (ii) **"Proposed Tender Methodology and Approach write-up"** in PDF;

- (iii) “**Proposed Project Implementation Schedule**” in MS Project and PDF format;
 - (iv) “**Proposed Project Implementation Organisation Structure**” PDF format; and
 - (v) “**CORE Plus Implementation Tender Price Schedule**” in Excel as downloaded as part of the tender documentation.
- (c) Electronic Price Schedules and Experience Methodology and Approach will be available for download from a cloud link and must be completed and submitted together with the hard copy tender document on a USB storage device attached to the original tender submission.
- (d) Where there is a discrepancy between the original (hard copy) submission and the electronic schedules submitted by a Tenderer, the original (hard copy) submission will prevail.

2.2.12.4 Where a two-envelope system is required in terms of the Conditions of Tender, place and seal the returnable documents listed in the Conditions of Tender in an envelope marked “financial proposal” and place the remaining returnable documents in an envelope marked “technical proposal”. Each envelope shall state on the outside the CCT’s address and identification details stated in the General Tender Information (i.e., item T.1 above), as well as the Tenderer’s name and contact address.

2.2.12.5 The Tenderer shall seal the original tender offer and copy packages together in an outer package that states on the outside only the CCT’s address, and identification details as stated in the General Tender Information. If it is not possible to submit the original tender and the required copies (see 2.2.12.3) in a single envelope, then the Tenderer must seal the original and each copy of the tender offer as separate packages marking the packages as “ORIGINAL” and “COPY” in addition to the aforementioned tender submission details.

2.2.12.6 The CCT shall not assume any responsibility for the misplacement or premature opening of the tender offer if the outer package is not sealed and marked as stated.

2.2.12.7 Tender offers submitted by facsimile or e-mail will be rejected by the CCT, unless stated otherwise in the Conditions of Tender.

2.2.12.8 By signing the offer part of the Form of Offer (**Section C2 hereto**) the Tenderer warrants and agrees that all information provided in the tender submission is true and correct.

2.2.12.9 Tenderer shall properly deposit its bid in the designated tender box (as detailed on the front page of this tender document) on or before the closing date and before the closing time, in the relevant tender box at the Tender & Quotation Boxes Office situated on the 2nd floor, Concourse Level, Civic Centre, 12 Hertzog Boulevard, Cape Town. If the tender submission is too large to fit in the allocated box, please enquire at the public counter for assistance.

2.2.12.10 The Tenderer must record and reference all information submitted contained in other documents for example cover letters, brochures, catalogues, etc. in the Returnable Schedule titled **List of Other Documents Attached by Tenderer**.

2.2.13 Information and data to be completed in all respects

2.2.13.1 Tender offers, which do not provide all the data or information requested completely and, in the form, required, may be regarded by the CCT as non-responsive.

2.2.14 Closing time

2.2.14.1 The Tenderer shall ensure that the CCT receives the tender offer, together with all applicable documents specified herein, at the address specified in the General Tender Information herein prior to the closing time stated on the front page of the tender document.

2.2.14.2 If the CCT extends the closing time stated on the front page of the tender document for any reason, the requirements of these Conditions of Tender apply equally to the extended deadline.

2.2.14.3 The CCT shall not consider tenders that are received after the closing date and time for such a tender (late tenders).

2.2.15 Tender offer validity and withdrawal of tenders

2.2.15.1 The Tenderer shall warrant that the tender offer(s) remains valid, irrevocable and open for acceptance by the CCT at any time for a period of 120 days after the closing date stated on the front page of the tender document.

2.2.15.2 Notwithstanding the period stated in clause 2.2.15.1 above, bids shall remain valid for acceptance for a period of twelve (12) months after the expiry of the original validity period, unless the CCT is notified in writing of anything to the contrary by the bidder. The validity of bids may be further extended by a period of not more than six (6) months subject to mutual agreement by the parties, administrative processes and upon approval by the City Manager, unless the required extension is as a result of an appeal process or court ruling.

- (a) In circumstances where the validity period of a tender has expired, and the tender has not been awarded, the tender process is considered "completed", despite there being no decision (award or cancellation) made. This anomaly does not fall under any of the listed grounds of cancellation and should be treated as a "non award". A "non award" is supported as a recommendation to the CCT's Bid Adjudication Committee ("BAC") for noting.

2.2.15.3 A Tenderer may request in writing, after the closing date, that its tender offer be withdrawn. Such withdrawal will be permitted or refused at the sole discretion of the CCT after consideration of the reasons for the withdrawal, which shall be fully set out by the Tenderer in such written request for withdrawal. Should the tender offer be withdrawn in contravention hereof, the Tenderer agrees that:

- (a) it shall be liable to the CCT for any additional expense incurred or losses suffered by the CCT in having either to accept another tender or, if new tenders have to be invited, the additional expenses incurred or losses suffered by the invitation of new tenders and the subsequent acceptance of any other tender;
- (b) the CCT shall also have the right to recover such additional expenses or losses by set-off against monies which may be due or become due to the Tenderer under this or any other tender or contract or against any guarantee or deposit that may have been furnished by the Tenderer or on its behalf for the due fulfilment of this or any other tender or contract. Pending the ascertainment of the amount of such additional expenses or losses, the CCT shall be entitled to retain such monies, guarantee or deposit as security for any such expenses or loss, without prejudice to the CCT's other rights and/or remedies available to it in accordance with any applicable laws.

2.2.16 Clarification of tender offer, or additional information, after submission

2.2.16.1 Tenderer's shall promptly provide clarification of its tender offer, or additional information, in response to a written request to do so from the CCT during the evaluation of tender offers within the time period stated in such request. No change in the competitive position of Tenderers or substance of the tender offer is sought, offered, or permitted.

- (a) **Note:** This clause does not preclude the negotiation of the final terms of the contract with a preferred Tenderer following a competitive selection process, should the CCT elect to do so.

2.2.16.2 Failure, or refusal, to provide such clarification or additional information within the time for submission stated in the CCT's written request may render the tender non-responsive.

2.2.17 Provide other material

2.2.17.1 Tenderer's shall promptly provide, upon request by the CCT, any other material that has a bearing on the tender offer, the Tenderer's commercial position (including joint venture agreements), preferencing arrangements, or samples of materials, considered necessary by the CCT for the purpose of the evaluation of the tender. Should the Tenderer not provide the material, or a satisfactory reason as to why it cannot be provided, by the time for submission stated in the CCT's request, the CCT may regard the tender offer as non-responsive.

2.2.17.2 The Tenderer shall provide, on written request by the CCT, where the transaction value inclusive of

VAT exceeds R 10 million:

- a) audited annual financial statement for the past 3 years, or for the period since establishment if established during the past 3 years, if required by law to prepare annual financial statements for auditing;
- b) a certificate signed by the Tenderer certifying that the Tenderer has no undisputed commitments for municipal services towards a municipality or other service provider in respect of which payment is overdue for more than 30 days;
- c) particulars of any contracts awarded to the Tenderer by an organ of state during the past five years, including particulars of any material non-compliance or dispute concerning the execution of such contract;
- d) a statement indicating whether any portion of the goods or services are expected to be sourced from outside the Republic, and, if so, what portion and whether any portion of payment from the municipality or municipal entity is expected to be transferred out of the Republic.

Each entity to a Consortium/Joint Venture bid shall submit separate certificates/statements in the above regard.

2.2.17.3 Tenderers shall be required to undertake to fully cooperate with the CCT's external service provider appointed to perform a due diligence review and risk assessment upon receipt of such written instruction from the CCT.

2.2.18 Samples, Inspections, tests and analysis

2.2.18.1 Tenderers shall provide access during working hours to premises for inspections, tests and analysis as provided for in the Conditions of Tender or Specifications.

2.2.18.2 If the Specifications requires the Tenderer to provide samples, these shall be provided strictly in accordance with the instructions set out in the Specification.

- (a) If such samples are not submitted as required in the bid documents or within any further time stipulated by the CCT in writing, then the bid concerned may be declared non-responsive.
- (b) The samples provided by all successful bidders will be retained by the CCT for the duration of any subsequent contract. Bidders are to note that samples are requested for testing purposes therefore samples submitted to the CCT may not in all instances be returned in the same state of supply and in other instances may not be returned at all. Unsuccessful bidders will be advised by the Project Manager or dedicated CCT Official to collect their samples, save in the aforementioned instances where the samples would not be returned.

2.2.19 Certificates

The Tenderer must provide the CCT with all certificates as stated below:

2.2.19.1. Preference Points for Specific Goals

- (a) In order to qualify for preference points for HDI and/or Specific Goals, it is the responsibility of the Tenderer to submit documentary proof (Company registration certification, Central Supplier Database report, BBBEE certificate, Proof of Disability, Financial Statements, commissioned sworn affidavits, etc.) in support of Tenderer claims for such preference for that specific goal.
- (b) Tenderers are further referred to the content of the Preference Schedule for the full terms and conditions applicable to the awarding of preference points.

2.2.19.2 Evidence of tax compliance

- (a) Tenderers shall be registered with the South African Revenue Service (SARS) and their tax affairs must be in order and they must be tax compliant subject to the requirements of clause 2.2.1.1.2.h. In this regard, it is the responsibility of the Tenderer to submit evidence in the form of a valid Tax Compliance Status PIN issued by SARS to the CCT at the Supplier Management Unit located within the Supplier Management / Registration Office, 2nd Floor (Concourse Level), Civic Centre, 12 Hertzog Boulevard, Cape Town (Tel 021 400 9242/3/4/5), or included with this tender. The Tenderer must

record its Tax Compliance Status PIN number on the **Details of Tenderer pages** of the tender submission.

- (b) Each party to a Consortium/Joint Venture shall submit a separate Tax Compliance Status Pin.
- (c) Before making an award the CCT must verify the bidder's tax compliance status. Where the recommended bidder is not tax compliant, the bidder should be notified of the non-compliant status and be requested to submit to the CCT, within 7 working days, written proof from SARS that they have made arrangement to meet their outstanding tax obligations. The proof of tax compliance submitted by the bidder must be verified by the CCT via CSD or e-Filing. The CCT should reject a bid submitted by the bidder if such bidder fails to provide proof of tax compliance within the timeframe stated herein.
- (d) Only foreign suppliers who have answered "NO" to all the questions contained in the Questionnaire to Bidding Foreign Suppliers section on the Details of Tenderer pages of the tender submission, are not required to register for a tax compliance status with SARS.

2.2.20 Compliance with Occupational Health and Safety Act, 85 of 1993

2.2.20.1 Tenderers are to note the requirements of the Occupational Health and Safety Act, 85 of 1993. The Tenderer shall be deemed to have read and fully understood the requirements of the above Act and Regulations and to have allowed for all costs in compliance therewith.

2.2.20.2 In this regard the Tenderer shall submit **upon written request to do so by the CCT**, a Health and Safety Plan in sufficient detail to demonstrate the necessary competencies and resources to deliver the goods or services all in accordance with the Act, Regulations and Health and Safety Specification.

2.2.21 Claims arising from submission of tender

By responding to the tender herein, the Tenderer warrants that it has:

- a) Inspected the Specifications and read and fully understood the Conditions of Contract.
- b) Read and fully understood the whole text of the Specifications and Price Schedule and thoroughly acquainted himself with the nature of the goods or services proposed and generally of all matters which may influence the Contract.
- c) visited the site(s) where delivery of the proposed goods will take place, carefully examined existing conditions, the means of access to the site(s), the conditions under which the delivery is to be made, and acquainted himself with any limitations or restrictions that may be imposed by the Municipal or other Authorities in regard to access and transport of materials, plant and equipment to and from the site(s) and made the necessary provisions for any additional costs involved thereby.
- d) requested the CCT to clarify the actual requirements of anything in the Specifications and Price Schedule, the exact meaning or interpretation of which is not clearly intelligible to the Tenderer.
- e) Received any notices to the tender documents which have been issued in accordance with the CCT's Supply Chain Management Policy.

The CCT will therefore not be liable for the payment of any extra costs or claims arising from the submission of the tender.

2.3 The CCT's undertakings

2.3.1 Respond to requests from the Tenderer

2.3.1.1 Unless otherwise stated in the Conditions of Tender, the CCT shall respond to a request for clarification received up to one week (where possible) before the tender closing time stated on the front page of the tender document.

2.3.1.2 The CCT's duly authorised representative for the purpose of this tender is stated on the General Tender Information page above.

2.3.2 Issue Notices

If necessary, the CCT may issue addenda in writing that may amend or amplify the tender documents to each Tenderer during the period from the date the tender documents are available until one week before the tender closing time stated in the Tender Data. The CCT reserves its rights to issue addenda less than one week before the tender closing time in exceptional circumstances. If, as a result a Tenderer applies for an extension to the closing time stated on the front page of the tender document, the CCT may grant such extension and, shall then notify all Tenderers who drew documents.

Notwithstanding any requests for confirmation of receipt of notices issued, the Tenderer shall be deemed to have received such notices if the CCT can show proof of transmission thereof via electronic mail, facsimile or registered post.

2.3.3 Opening of tender submissions

2.3.3.1 Unless the two-envelope system is to be followed, CCT shall open tender submissions in the presence of Tenderers' agents who choose to attend at the time and place stated in the Conditions of Tender.

Tenders will be opened immediately after the closing time for receipt of tenders as stated on the front page of the tender document, or as stated in any Notice extending the closing date and at the closing venue as stated in the General Tender Information.

2.3.3.2 Announce at the meeting held immediately after the opening of tender submissions, at the closing venue as stated in the General Tender Information, the name of each Tenderer whose tender offer is opened and, where possible, the prices indicated.

2.3.3.3 Make available a record of the details announced at the tender opening meeting on the CCT's website (<http://www.capetown.gov.za/en/SupplyChainManagement/Pages/default.aspx>.)

2.3.4 Two-envelope system

2.3.4.1 Two-envelop system is not applicable.

2.3.5 Non-disclosure

The CCT shall not disclose to Tenderers, or to any other person not officially concerned with such processes, information relating to the evaluation and comparison of tender offers and recommendations for the award of a contract, until after the award of the contract to the successful Tenderer.

2.3.6 Grounds for rejection and disqualification

The CCT shall determine whether there has been any effort by a Tenderer to influence the processing of tender offers and instantly disqualify a Tenderer (and his tender offer) if it is established that he engaged in corrupt or fraudulent practices.

2.3.7 Test for responsiveness

2.3.7.1 Appoint a Bid Evaluation Committee and determine after opening whether each tender offer properly received:

- a) complies with the requirements of these Conditions of Tender,
- b) has been properly and fully completed and signed, and
- c) is responsive to the other requirements of the tender documents.

2.3.7.2 A responsive tender is one that conforms to all the terms, conditions, and specifications of the tender documents without material deviation or qualification. A material deviation or qualification is one which, in the CCT's opinion, would:

- a) Detrimentially affect the scope, quality, or performance of the goods, services or supply identified in the Specifications,

- b) Significantly change the CCT's or the Tenderer's risks and responsibilities under the contract, or
- c) affect the competitive position of other Tenderers presenting responsive tenders, if it were to be rectified.

Reject a non-responsive tender offer and not allow it to be subsequently made responsive by correction or withdrawal of any material deviation or qualification.

The CCT reserves the right to accept a tender offer which does not, in the CCT's opinion, materially and/or substantially deviate from the terms, conditions, and specifications of the tender documents.

2.3.8 Arithmetical errors, omissions and discrepancies

2.3.8.1 Check the responsive tenders for:

- a) The gross misplacement of the decimal point in any unit rate;
- b) Omissions made in completing the Price Schedule; or
- c) Arithmetic errors in:
 - i) line item totals resulting from the product of a unit rate and a quantity in the Price Schedule; or
 - ii) The summation of the prices; or
 - iii) Calculation of individual rates.

2.3.8.2 The CCT must correct the arithmetical errors in the following manner:

- a) Where there is a discrepancy between the amounts in words and amounts in figures, the amount in words shall govern.
- b) If Price Schedules apply and there is an error in the line item total resulting from the product of the unit rate and the quantity, the line item total shall govern and the rate shall be corrected. Where there is an obviously gross misplacement of the decimal point in the unit rate, the line item total as tendered shall govern, and the unit rate shall be corrected.
- c) Where there is an error in the total of the prices either as a result of other corrections required by this checking process or in the Tenderer's addition of prices, the total of the prices shall govern and the Tenderer will be asked to revise selected item prices (and their rates if Price Schedules apply) to achieve the tendered total of the prices.

Consider the rejection of a tender offer if the Tenderer does not correct or accept the correction of the arithmetical error in the manner described above.

2.3.8.3 In the event of tendered rates or lump sums being declared by the CCT to be unacceptable to it because they are not priced, either excessively low or high, or not in proper balance with other rates or lump sums, the Tenderer may be required to produce evidence and advance arguments in support of the tendered rates or lump sums objected to. If, after submission of such evidence and any further evidence requested, the CCT is still not satisfied with the tendered rates or lump sums objected to, it may request the Tenderer to amend these rates and lump sums along the lines indicated by it.

The Tenderer will then have the option to alter and/or amend the rates and lump sums objected to and such other related amounts as are agreed on by the CCT, but this shall be done without altering the tender offer in accordance with this clause.

Should the Tenderer fail to amend his tender in a manner acceptable to and within the time stated by the CCT, the CCT may declare the tender as non-responsive.

2.3.9 Clarification of a tender offer

The CCT may, after the closing date, request additional information or clarification from Tenderers, in writing on any matter affecting the evaluation of the tender offer or that could give rise to ambiguity in a contract arising from the tender offer, which written request and related response shall not change or affect their competitive position or the substance of their offer. Such request may only be made in writing by the Director: Supply Chain Management using any means as appropriate.

2.3.10 Evaluation of tender offers

2.3.10.1 General

2.3.10.1.1 The CCT may reduce each responsive tender offer to a comparative price and evaluate them using the tender evaluation methods and associated evaluation criteria and weightings that are specified in the Conditions of Tender.

2.3.10.1.2 For evaluation purposes only, the effects of the relevant contract price adjustment methods will be considered in the determination of comparative prices as follows:

- a) If the selected method is based on bidders supplying rates or percentages for outer years, comparative prices would be determined over the entire contract period based on such rates or percentages.
- b) If the selected method is based on a formula, indices, coefficients, etc. that is the same for all bidders during the contract period, comparative prices would be the prices as tendered for year one.
- c) If the selected method is based on a formula, indices, coefficients, etc. that varies between bidders, comparative prices would be determined over the entire contract period based on published indices relevant during the twelve (12) months prior to the closing date of tenders.
- d) If the selected method includes an imported content requiring rate of exchange variation, comparative prices would be determined based on the exchange rates tendered for the prices as tendered for year one. The rand equivalent of the applicable currency 14 days prior to the closing date of tender will be used (the CCT will check all quoted rates against those supplied by its own bank).
- e) If the selected method is based on suppliers' price lists, comparative prices would be the prices as tendered for year one.
- f) If the selected method is based on suppliers' price lists and / or rate of exchange, comparative prices would be determined as tendered for year one whilst taking into account the tendered percentage subject to rate of exchange (see sub clause (d) for details on the calculation of the rate of exchange).

2.3.10.1.3 Where the scoring of functionality forms part of a bid process, each member of the Bid Evaluation Committee must individually score functionality. The individual scores must then be interrogated and calibrated if required where there are significant discrepancies. The individual scores must then be added together and averaged to determine the final score.

2.3.10.2 Decimal places

Score financial offers, preferences and functionality, as relevant, to two decimal places.

2.3.10.3 Scoring of tenders (price and preference)

2.3.10.3.1 Points for price will be allocated in accordance with the formula set out in this clause based on the tender sum / amount as set out in the Price Schedule (Section C.4):

- Total Fixed Price will be the aggregate of the below:
 - Total Implementation Cost in Price Schedule 5; and
 - Calculated Cost of Basket of Services based on rates in Price Schedules 6 to 9

2.3.10.3.2 Points for preference will be allocated in accordance with the provisions of **Preference Schedule** and the table in this clause.

2.3.10.3.3 The terms and conditions of **Preference Schedule** as it relates to preference shall apply in all respects to the tender evaluation process and any subsequent contract.

2.3.10.3.4 Applicable formula:

The 90/10 price/preference points system will be applied to the evaluation of responsive tenders above a Rand value of R50'000'000 (all applicable taxes included), whereby the order(s) will be placed with the Tenderer(s)

scoring the highest total number of adjudication points.
Price shall be scored as follows:

$$Ps = 90 \times \left(1 - \frac{(Pt - Pmin)}{Pmin}\right)$$

Where: Ps is the number of points scored for price;
Pt is the price of the tender under consideration;
Pmin is the price of the lowest responsive tender.

Preference points shall be based on the Specific Goal as per below:

Table 1: B2: Awards above R50 mil (VAT Inclusive)

#	Specific goals allocated points	Preference Points (90/10) <i>Above R50 mil</i>	Evidence	Additional Guidance
<i>Persons, or categories of persons, historically disadvantaged- (HDI) by unfair discrimination on the basis of</i>				
1	Gender are women (ownership)* >75% - 100% women ownership: 3 points >50% - 75% women ownership: 2 points >25% - 50% women ownership: 1 point >0% - 25% women ownership: 0.5 point 0% women ownership = 0 points	3	- Company Registration Certification - Central Supplier Database report	- Issued by the Companies and Intellectual Property Commission - Report name: CSD Registration report
2	Race are black persons (ownership)* >75% - 100% black ownership: 3 points >50% - 75% black ownership: 2 points >25% - 50% black ownership: 1 point >0% - 25% black ownership: 0.5 point 0% black ownership = 0 points	3	- B-BBEE certificate; - Company Registration Certification - Central Supplier Database report	- South African National Accreditation System approved certificate or commissioned sworn affidavit - Issued by the Companies and Intellectual Property Commission - Report name: CSD Registration report
3	Disability are disabled persons (ownership)* WHO disability guideline >2% ownership: 1 points >0% - 2% ownership: 0.5 point 0% ownership = 0 point	1	- Proof of disability - Company Registration Certification	- Medical certificate/ South African Revenue Services disability registration - Issued by the Companies and Intellectual Property Commission
<i>Reconstruction and Development Programme (RDP) as published in Government Gazette</i>				
4	Promotion of Micro and Small Enterprises <i>Micro with a turnover up to R20million and Small with a turnover up to R80 million as per National Small Enterprise Act, 1996 (Act No.102 of 1996)</i> <i>SME partnership, sub-contracting, joint venture or consortiums</i>	3	- B-BBEE status level of contributor; - South African owned enterprises;	- Specifically in line with the respective sector codes which the company operates, - South African National Accreditation System approved certificate or commissioned sworn affidavit - Certificate of incorporation or commissioned sworn affidavit

			Financial Statement to determine annual turnover	Latest financial statements (1 Year)
	Total points	10		

**Ownership: main tendering entity*

2.3.10.5 Risk Analysis

Notwithstanding compliance with regard to any requirements of the tender, the CCT will perform a risk analysis in respect of the following:

- a) reasonableness of the financial offer
- b) reasonableness of unit rates and prices
- c) the Tenderer's ability to fulfil its obligations in terms of the tender document, that is, that the Tenderer can demonstrate that he/she possesses the necessary professional and technical qualifications, professional and technical competence, financial resources, equipment and other physical facilities, managerial capability, reliability, capacity, experience, reputation, personnel to perform the contract, etc.; the CCT reserves the right to consider a Tenderer's existing contracts with the CCT in this regard
- d) any other matter relating to the submitted bid, the tendering entity, matters of compliance, verification of submitted information and documents, etc.

The conclusions drawn from this risk analysis will be used by the CCT in determining the acceptability of the tender offer.

No Tenderer will be recommended for an award unless the Tenderer has demonstrated to the satisfaction of the CCT that he/she has the resources and skills required.

2.3.11 Negotiations with preferred Tenderers

The CCT may negotiate the final terms of a contract with Tenderers identified through a competitive tendering process as preferred Tenderers provided that such negotiation:

- a) Does not allow any preferred Tenderer a second or unfair opportunity;
- b) Is not to the detriment of any other Tenderer; and
- c) Does not lead to a higher price than the tender as submitted.

If negotiations fail to result in acceptable contract terms, the City Manager (or his delegated authority) may terminate the negotiations and cancel the tender, or invite the next ranked Tenderer for negotiations. The original preferred Tenderer should be informed of the reasons for termination of the negotiations. If the decision is to invite the next highest ranked Tenderer for negotiations, the failed earlier negotiations may not be reopened by the CCT.

Minutes of any such negotiations shall be kept for record purposes.

The provisions of this clause will be equally applicable to any invitation to negotiate with any other Tenderers.

In terms of the CCT's SCM Policy, tenders must be cancelled in the event that negotiations fail to achieve a market related price with any of the three highest scoring Tenderers.

2.3.12 Acceptance of tender offer

Notwithstanding any other provisions contained in the tender document, the CCT reserves the right to:

2.3.12.1 Accept a tender offer(s) which does not, in the CCT's opinion, materially and/or substantially deviate from the terms, conditions, and specifications of the tender document.

2.3.12.2 Accept the whole tender or part of a tender or any item or part of any item or items from multiple manufacturers, or to accept more than one tender (in the event of a number of items being offered), and the CCT is not obliged to accept the lowest or any tender.

2.3.12.3 Accept the tender offer(s), if in the opinion of the CCT, it does not present any material risk and only if the Tenderer(s):

- a) is not under restrictions, has any principals who are under restrictions, or is not currently a supplier to whom notice has been served for abuse of the supply chain management system, preventing participation in the CCT's procurement,
- b) can, as necessary and in relation to the proposed contract, demonstrate that he or she possesses the professional and technical qualifications, professional and technical competence, financial resources, equipment and other physical facilities, managerial capability, reliability, experience and reputation, expertise and the personnel, to perform the contract,
- c) has the legal capacity to enter into the contract,
- d) is not insolvent, in receivership, under Business Rescue as provided for in chapter 6 of the Companies Act, 2008, bankrupt or being wound up, has his affairs administered by a court or a judicial officer, has suspended his business activities, or is subject to legal proceedings in respect of any of the foregoing, complies with the legal requirements, if any, stated in the tender data, and
- e) is able, in the opinion of the CCT, to perform the contract free of conflicts of interest.

If an award cannot be made in terms of anything contained herein, the CCT reserves the right to consider the next ranked Tenderer(s).

2.3.12.4 The CCT reserves the right not to make an award, or revoke an award already made, where the implementation of the contract may result in reputational risk or harm to the CCT as a result of (inter alia):

- a) reports of poor governance or unethical behaviour, or both;
- b) association with known notorious individuals and family of notorious individuals;
- c) poor performance issues, known to the CCT;
- d) negative media reports, including negative social media reports;
- e) adverse assurance (e.g. due diligence) report outcomes; and
- f) circumstances where the relevant vendor has employed, or is directed by, anyone who was previously employed in the service of the state (as defined in clause 1.49 of the SCM Policy), where the person is or was negatively implicated in any SCM irregularity.

2.3.12.5 The CCT reserves the right to nominate a Following completion of the Solution Architecture Blueprint, the successful Tenderer/Supplier will be required to either:

- confirm continuation of the implementation against the original tendered scope, methodology and pricing without material changes; or
- formally withdraw from the implementation phase.

Should the Tenderer/Supplier elect to withdraw, CCT will compensate the Supplier for the completed Solution Architecture Blueprint milestone as detailed in Price Schedule 1, after which CCT reserves the right to continue with the next ranked responsive Tenderer.

bidder at the time when an award is made and in the event that a contract is terminated during the execution thereof, the CCT may consider the award of the contract, or non-award, to the Standby Bidder in terms of the procedures included in its SCM Policy.

2.3.13 Prepare contract documents

2.3.13.1 If necessary, revise documents that shall form part of the contract and that were issued by the CCT as part of the tender documents to take account of:

- a) Notices issued during the tender period,
- b) Inclusion of some of the returnable documents, and
- c) Other revisions agreed between the CCT and the successful Tenderer.

2.3.13.2 Complete the schedule of deviations attached to the form of offer and acceptance, if any.

2.3.14 Notice to successful and unsuccessful Tenderers

2.3.14.1 Before accepting the tender of the successful Tenderer the CCT shall notify the successful Tenderer in writing of the decision of the CCT's Bid Adjudication Committee to award the tender to the successful Tenderer. No rights shall accrue to the successful Tenderer in terms of this notice.

2.3.14.2 The CCT shall, at the same time as notifying the successful Tenderer of the Bid Adjudication Committee's decision to award the tender to the successful Tenderer, also give written notice to the other Tenderers informing them that they have been unsuccessful.

2.3.15 Provide written reasons for actions taken

Provide upon request written reasons to Tenderers for any action that is taken in applying these Conditions of Tender but withhold information which is not in the public interest to be divulged, which is considered to prejudice the legitimate commercial interests of Tenderers or might prejudice fair competition between Tenderers.

TENDER DOCUMENT GOODS AND SERVICES		 CITY OF CAPE TOWN ISIXEKO SASEKAPA STAD KAAPSTAD	
SUPPLY CHAIN MANAGEMENT			
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TENDER NO: 279C/2025/26**TENDER DESCRIPTION: INSTALLATION, CUSTOMISATION, IMPLEMENTATION AND POST GO-LIVE SYSTEM STABILISATION OF SAP CORE FINANCIAL AND OPERATIONAL SOFTWARE SOLUTIONS FOR THE CITY OF CAPE TOWN****CONTRACT PERIOD: UP TO 36 MONTHS FROM THE COMMENCEMENT DATE OF THE CONTRACT**

THE CONTRACT

THE CITY OF CAPE TOWN	
A metropolitan municipality, established in terms of the Local Government: Municipal Structures Act, 117 of 1998 read with the Province of the Western Cape: Provincial Gazette 5588 dated 22 September 2000, as amended ("the Purchaser") herein represented by	
AUTHORISED REPRESENTATIVE	

AND

SUPPLIER	
NAME of Company/Close Corporation or Partnership / Joint Venture/ Consortium or Sole Proprietor /Individual (The "Supplier" / "Tenderer")	
TRADING AS (if different from above)	
REGISTRATION NUMBER	
PHYSICAL ADDRESS / CHOSEN DOMICILIUM CITANI ET EXECTUANDI OF THE SUPPLIER	
AUTHORISED REPRESENTATIVE	
CAPACITY OF AUTHORISED REPRESENTATIVE	

(HEREINAFTER COLLECTIVELY REFERRED TO AS "THE PARTIES" AND INDIVIDUALLY A "PARTY")

NATURE OF TENDER OFFER (please indicate below)	
Main Offer (see clause 2.2.11.1)	
Alternative Offer (see clause 2.2.11.1)	

Preamble

WHEREAS the CCT is desirous to award this Tender to the successful Supplier/s;

AND WHEREAS the CCT will consider and evaluate the offer made by the Tenderer/Supplier

AND WHEREAS the Parties agree that this Contract is subject to the terms and conditions as contained in the final award of the City's Bid Adjudication Committee (BAC).

AND WHEREAS the Tenderer/Supplier agrees that the terms and conditions of the award will become binding upon communication of the award made by the BAC, the expiration of the prescribed appeal period in terms of Section 62 of the Municipal Systems Act and the furnishing of a duly counter signed contract by the CCT to the Supplier reflecting the BAC award.

NOW THEREFORE, the Parties agree and confirm that the Contract contains the following:

- 1) C 2.1 - Offer
- 2) C 2.2 – Acceptance
- 3) C 2.3 – Schedule of Deviations
- 4) C 2.4 – Confirmation of Receipt
- 5) C 3 – Occupational Health and Safety Agreement
- 6) C 4 – Price Schedule (as awarded by the BAC)
- 7) C 5 – Specifications
- 8) C 6 – Special Conditions of Contract
- 9) C 7 – General Conditions of Contract
- 10) C 8 – Annexures (including Returnable Schedules as applicable)

SIGNED AT _____ (PLACE) ON THE ____ (DAY) OF _____ (MONTH AND YEAR)

For and on behalf of the Supplier
(Duly Authorised)
Name and Surname:

Witness 1 Signature
Name and Surname:

Witness 2 Signature
Name and Surname:

For and on behalf of the City of Cape Town
(Duly Authorised)
Name and Surname:

Witness 1 Signature
Name and Surname:

Witness 2 Signature

C.1 DETAILS OF TENDERER/SUPPLIER

1.1 Type of Entity (Please tick one box)

- ☐ Individual / Sole Proprietor
 ☐ Close Corporation
 ☐ Company
☐ Partnership or Joint Venture or Consortium
 ☐ Trust
 ☐ Other:

1.2 Required Details (Please provide applicable details in full):

Name of Company / Close Corporation or Partnership / Joint Venture / Consortium or Individual /Sole Proprietor	
Trading as (if different from above)	
Company / Close Corporation registration number (if applicable)	
Postal address	Postal Code _____
Physical address (Chosen Domicilium Citandi Et Executandi)	Postal Code _____
Contact details of the person duly authorised to represent the Tenderer	Name: Mr/Ms _____ (Name & Surname) Telephone : (____) _____ Fax : (____) _____ Cellular Telephone: _____ E-mail address: _____
Income tax number	
VAT registration number	
SARS Tax Compliance Status PIN	
CCT Supplier Database Registration Number (See Conditions of Tender)	
National Treasury Central Supplier Database registration number (See Conditions of Tender)	
Is Tenderer the accredited representative in South Africa for the Goods / Services / Works offered?	☐ Yes ☐ No If yes, enclose proof
Is Tenderer a foreign based supplier for the Goods / Services / Works offered?	☐ Yes ☐ No If yes, answer the Questionnaire to Bidding Foreign Suppliers (below)
Questionnaire to Bidding Foreign Suppliers	a) Is the Tenderer a resident of the Republic of South Africa or an entity registered in South Africa? ☐ Yes ☐ No
	b) Does the Tenderer have a permanent establishment in the Republic of South Africa? ☐ Yes ☐ No
	c) Does the Tenderer have any source of income in the Republic of South Africa? ☐ Yes ☐ No
	d) Is the Tenderer liable in the Republic of South Africa for any form of taxation? ☐ Yes ☐ No
Other Required registration numbers	

C.2 FORM OF OFFER AND ACCEPTANCE

TENDER 279C/2025/26 INSTALLATION, CUSTOMISATION, IMPLEMENTATION AND POST GO-LIVE STABILISATION OF SAP CORE FINANCIAL & OPERATIONAL SOFTWARE SOLUTIONS FOR THE CITY OF CAPE TOWN

C.2.1 Offer (To Be Completed by the Tenderer as Part of Tender Submission)

The Tenderer, identified in the offer signature table below,

HEREBY AGREES THAT by signing the *Form of Offer and Acceptance*, the Tenderer:

1. confirms that it has examined the documents listed in the Index (including Schedules and Annexures) and has accepted all the Conditions of Tender;
2. confirms that it has received and incorporated any and all notices issued to Tenderers issued by the CCT;
3. confirms that it has satisfied itself as to the correctness and validity of the tender offer; that the price(s) and rate(s) offered cover all the goods and/or services specified in the tender documents; that the price(s) and rate(s) cover all its obligations and accepts that any mistakes regarding price(s), rate(s) and calculations will be at its own risk;
4. offers to supply all or any of the goods and/or render all or any of the services described in the tender document to the CCT in accordance with the:
 - 4.1 terms and conditions stipulated in this tender document;
 - 4.2 specifications stipulated in this tender document; and
 - 4.3 at the prices as set out in the **Price Schedule**.
5. accepts full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on it in terms of the Contract.

SIGNED AT _____ (PLACE) ON THE _____ (DAY) OF _____ (MONTH AND YEAR)

For and on behalf of the Supplier
(Duly Authorised)
Name and Surname:

Witness 1 Signature
Name and Surname:

Witness 2 Signature
Name and Surname:

INITIALS OF CCT OFFICIALS		
1	2	3

FORM OF OFFER AND ACCEPTANCE (continued)

TENDER 279C/2025/26 INSTALLATION, CUSTOMISATION, IMPLEMENTATION AND POST GO-LIVE STABILISATION OF SAP CORE FINANCIAL & OPERATIONAL SOFTWARE SOLUTIONS FOR THE CITY OF CAPE TOWN

C.2.2 Acceptance (To Be Completed by the CCT)

By signing this part of this *Form of Offer and Acceptance*, the CCT accepts the Tenderer's (if awarded the Supplier's) offer. In consideration thereof, the CCT shall pay the Supplier the amount due in accordance with the conditions of contract. Acceptance of the Supplier's offer shall form an agreement between the CCT and the Supplier upon the terms and conditions contained in this document.

The terms of the agreement are contained in the Contract (as defined) including drawings and documents or parts thereof, which may be incorporated by reference.

Deviations from and amendments to the documents listed in the tender data and any addenda thereto as listed in the *Tender Returnable Documents* as well as any changes to the terms of the offer agreed by the Tenderer and the CCT during this process of offer and acceptance, are contained in the *Schedule of Deviations* attached to and forming part of this *Form of Offer and Acceptance*. No amendments to or deviations from said documents are valid unless contained in the *Schedule of Deviations*.

The Supplier shall within 2 (two) weeks after receiving a complete, copy of the Contract, including the *Schedule of Deviations* (if any), contact the CCT to arrange the delivery of any securities, bonds, guarantees, proof of insurance and any other documents to be provided in terms the *Special Conditions of Contract*. Failure to fulfil any of these obligations in accordance with those terms shall constitute a repudiation / breach of the agreement.

Notwithstanding anything contained herein, this agreement comes into effect on the Commencement Date, being the date upon which the Supplier confirms receipt from the CCT of 1 (one) complete, signed copy of the Contract, including amendments or deviations contained in the *Schedule of Deviations* (if any).

For and on behalf of the City of Cape Town
(Duly Authorised)
Name and Surname:

Witness 1 Signature
Name and Surname:

Witness 2 Signature
Name and Surname:

FORM OF OFFER AND ACCEPTANCE (continued)

TENDER 279C/2025/26 INSTALLATION, CUSTOMISATION, IMPLEMENTATION AND POST GO-LIVE STABILISATION OF SAP CORE FINANCIAL & OPERATIONAL SOFTWARE SOLUTIONS FOR THE CITY OF CAPE TOWN

C.2.3 Schedule of Deviations (To be completed by the CCT upon Acceptance)

Notes:

1. The extent of deviations from the tender documents issued by the CCT before the tender closing date, is limited to those permitted in terms of the conditions of tender.
2. A Tenderer's covering letter shall not be included in the final Contract document. Should any matter in such letter, which constitutes a deviation as aforesaid, become the subject of agreements reached during the process of offer and acceptance, the outcome of such agreement shall be recorded here.
3. Any other matter arising from the process of offer and acceptance either as a confirmation, clarification or change to the tender documents and which it is agreed by the Parties to become an obligation of the Contract, shall be recorded here.
4. Any change or addition to the tender documents arising from the above agreements and recorded here, shall form part of the Contract.

1 Subject

Details

.....

.....

.....

2 Subject

Details

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.....

.....

3 Subject

Details

.....

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4 Subject

Details

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.....

By the duly authorised representatives signing this agreement, the CCT and the Tenderer agree to and accept the foregoing schedule of deviations as the only deviations from and amendments to this tender document and addenda thereto as listed in the *Tender Returnable Documents*, as well as any confirmation, clarification or changes to the terms of the offer agreed by the Tenderer and the CCT during this process of offer and acceptance.

It is expressly agreed that no other matter whether in writing, oral communication or implied during the period between the issue of the tender documents and the Commencement Date, shall have any meaning or effect between the Parties arising from the agreement.

FORM OF OFFER AND ACCEPTANCE (continued)

TENDER 279C/2025/26 INSTALLATION, CUSTOMISATION, IMPLEMENTATION AND POST GO-LIVE STABILISATION OF SAP CORE FINANCIAL & OPERATIONAL SOFTWARE SOLUTIONS FOR THE CITY OF CAPE TOWN

C.2.4 Confirmation of Receipt (To be Completed by Supplier upon Acceptance)

The Supplier identified in the offer part of the Contract hereby confirms receipt from the CCT of 1 (one) complete, signed copy of the Contract, including the *Schedule of Deviations* (if any) on:

The..... (Day)

Of..... (Month)

20..... (year)

At..... (Place)

For the Supplier: Signature(s)

Name(s)

Capacity

Signature and name of witness:

Signature Name

C.3 OCCUPATIONAL HEALTH AND SAFETY AGREEMENT

AGREEMENT MADE AND ENTERED INTO BETWEEN THE CCT (HEREINAFTER CALLED THE "CCT") AND

.....,
(Supplier/Mandatar/Company/CC Name)

IN TERMS OF SECTION 37(2) OF THE OCCUPATIONAL HEALTH AND SAFETY ACT, 85 OF 1993 AS AMENDED.

I, ..., representing

....., as an employer in its own right in its own right, do hereby undertake to ensure, as far as is reasonably practicable, that all work will be performed, and all equipment, machinery or plant used in such a manner as to comply with the provisions of the Occupational Health and Safety Act (hereafter "OHSA") and the Regulations promulgated thereunder.

I furthermore confirm that I am/we are registered with the Compensation Commissioner and that all registration and assessment monies due to the Compensation Commissioner have been fully paid or that I/We are insured with an approved licensed compensation insurer.

COID ACT Registration Number:

OR Compensation Insurer: Policy No.:

I undertake to appoint, where required, suitable competent persons, in writing, in terms of the requirements of OHSA and the Regulations and to charge him/them with the duty of ensuring that the provisions of OHSA and Regulations as well as the Council's Special Conditions of Contract, Way Leave, Lock-Out and Work Permit Procedures are adhered to as far as reasonably practicable.

I further undertake to ensure that any subcontractors employed by me will enter into an occupational health and safety agreement separately, and that such subcontractors comply with the conditions set.

I hereby declare that I have read and understand the Occupational Health and Safety Specifications contained in this tender and undertake to comply therewith at all times.

I hereby also undertake to comply with the Occupational Health and Safety Specification and Plan submitted and approved in terms thereof.

Signed at on the.....day of.....20....

Witness

Mandatar

Signed at..... on the.....day of.....20

Witness

for and on behalf of
CCT

C.4 PRICE SCHEDULE

4.1 Pricing Instructions:

Costing can be provided but it will only be evaluated in Stage 2 after the final pricing is received.

- 4.1.1 Tenderers to complete all the Price Schedules being Tables C.4.1a to C.4.1c and C.4.2 to C.4.9 below, each of which must be completed.
- 4.1.2 Tenderer is required to provide costing for all line items within a specific schedule in the following manner:
- 4.1.2.1 State the rates and prices in South African Rand unless instructed otherwise in the Conditions of Tender; and
- a) stipulated in numerals with the prefix “R” and the rands and the cents separated by a decimal point, e.g. R399.50 (meaning three hundred and ninety-nine-rands and fifty cents) or R399.00 (meaning three hundred and ninety-nine rands);
- 4.1.2.2 A Tenderer responding to **Price Schedule 1** in Part C.4 must:
- b) comply with paragraphs 4.1.2.1;
 - c) note that the Price Schedule is split into 3 (three) tables to provide adequate space to fill in the costing details, that is Tables C.4.1a to C.4.1c;
 - d) note when completing Tables C.4.1a to C.4.1c that Tenderer is to provide costing per the CAR Project Management Methodology project phases defined in Annexure K (CCT Implementation Services and Functional Requirements Frameworks) Schedule K.1 Table K.1.1 for each Implementation Component represented by a line in the table;
 - e) note when completing Tables C.4.1a to C.4.1c the indicative CCT cost allocation per high-level project phase below:
 - I. Initiation and Planning: 15% to 20%
 - II. Execution: 40% to 70%
 - III. Closure: 15% to 30%
 - f) note that for the Tables C.4.1a to C.4.1c the “Action” column has the following meaning:
 - I. **Upgrade:** Upgrade of the current SAP Module(s) (License(s)) to SAP HANA as a minimum viable solution to replace and decommission all current functionality related to that SAP Module (license). This approach includes remediation of current SAP components that will not migrate, and the migration of the current SAP data;
 - II. **Extend:** Deployment of new SAP Module(s) (License(s))_ where existing SAP functionality cannot be remediated or effort together with cost of remediation is extensive;
 - III. **New:** Deployment of new SAP Module(s) (License(s)) previously not implemented at CCT;
 - g) note that the quoted integration cost is to include the SAP HANA component of the cost but exclude the non-SAP 3rd party integration costs;
 - h) note the separate line item in this Price Schedules for the costs of Accelerators, Tools and Templates for the duration of the project;
 - i) stipulate the cost per Implementation Component per project phase;
 - j) calculate the “Sub-Total Implementation Cost Schedule 1” per project phase as the aggregate of all the costs per project phase in this schedule.
- 4.1.2.3 A Tenderer responding to Price Schedule 2 in Part C.4 must:
- a) comply with paragraphs 4.1.2.1;
 - b) stipulate the cost of Data Migration and Data Cleansing per project phase; and
 - c) calculate the “Sub-Total Implementation Cost Schedule 2” as the aggregate of all the costs in this

schedule.

4.1.2.4 A Tenderer responding to **Price Schedule 3** in Part C.4 must

- a) comply with paragraphs 4.1.2.1;
- b) stipulate the cost of EPIC Contraventions in terms of migration of the case solution and migration of the mobile solution per project phase taking into consideration the Indicative CCT Cost to Phase Allocation;
- c) calculate the “Sub-Total Implementation Cost Schedule 3” as the aggregate of all the costs in this schedule; and
- d) note EPIC Contraventions Price Schedule **may or may not be awarded depending on CCT requirements.**
- e) **It is mandatory that the Tenderer submit a completed/filled-in EPIC Contraventions price schedule and not leave it blank.**

4.1.2.5 A Tenderer responding to **Price Schedule 4** in Part C.4 must:

- a) comply with paragraphs 4.1.2.1;
- b) stipulate the cost of the various training services to the respective project releases; and
- c) calculate the “Sub-Total Implementation Cost Schedule 4” as the aggregate of all the training services costs.

4.1.2.6 A Tenderer responding to **Price Schedule 5** (aggregate of Price Schedules 1 to 4) must:

- a) Transfer from Price Schedule 1 the cost per phase from line 127 “into the “Total Cost” cell for each project phase;
- b) transfer from Price Schedule 2 the cost per phase from line 11 “into the “Total Cost” cell for each project phase;
- c) transfer from Price Schedule 3 the cost per phase from line 13 “into the “Total Cost” cell for each project phase;
- d) transfer from Price Schedule 4 the cost per phase from line 7 “into the “Total Cost” cell;
- e) based on the Proposed Project Implementation Schedule allocate the “Total Costs” to the respective project years; and
- f) calculate the “Total Implementation Cost” as the aggregate of all costs in column “Total Cost”.

4.1.2.7 A Tenderer responding to **Price Schedule 6** which is Rate Based in Part C.4 must:

- a) comply with paragraphs 4.1.2.1;
- b) complete the schedule for Training Types A to D;
- c) stipulate the “Rate per Training Session” for the training types in accordance with the quantity units specified as the “Number of training Sessions” per training type;
- d) stipulate the “Sub-total Cost Training Sessions” for the training types as the product of the quantity units and the rate of the training type; and
- e) stipulate the “Total Cost of Training Sessions” as the aggregate of “Sub-total Cost Training Sessions” of Training Types A to D; and

4.1.2.8 A Tenderer responding to **Price Schedule 7** which is Rate Based in Part C.4 must:

- a) comply with paragraphs 4.1.2.1;
- b) stipulate the rate in accordance with the **units as 1 (one) unit for Low Complexity, 1 (one) unit for Medium Complexity and 1 (one) unit for High Complexity** and
 - i. Low Complexity: Refresher, First Time User or short courses;
 - ii. Medium Complexity: Moderate depth training with evaluation;
 - iii. High Complexity: Detailed extensive training with evaluation;
- c) stipulate fixed rates for each year of the project;

- d) Tenderer is **NOT to make assumptions** on number of Training Material and complete costing based on the assumed quantities.
 - i. Tenderer is to complete the rates based on CCT units in clause 4.1.2.8 (b)
 - ii. If CCT require development of training material the quantity will be determined during detail design and Rates Based pricing used to determine total cost for development of training material.

4.1.2.9 A Tenderer responding to **Price Schedule 8** which is Rate Based in Part C.4 must:

- a) comply with paragraphs 4.1.2.1;
- b) stipulate the rate in accordance with the units as **1 (one) for Hour, 1 (one) for Day and 1 (one) for Month**: and
- c) stipulate fixed rates for each year of the project;
- d) Tenderer is **NOT to make assumptions** on number of professional roles required and complete costing based on the assumed quantities.
 - a. Tenderer is to complete the rates based on CCT units in clause 4.1.2.9 (b)
 - b. If CCT require additional ad-hoc resources, the duration will be determined at stage that ad-hoc service is required.

4.1.2.10 A Tenderer which responds to **Price Schedule 9** which is Rate Based in Part C.4 of this Tender, is required to complete the pricing schedule in the following manner:

- a) complying with paragraphs 4.1.2.1 in relation to rates and prices;
- b) stipulate the rate in accordance with the units as **1 (one) unit for Low Complexity, 1 (one) unit for Medium Complexity and 1 (one) unit for High Complexity**: and
- c) stipulate rates for each year of the project;
- d) Tenderer is **NOT to make assumptions** on number of development services required and complete costing based on the assumed quantities.
 - a. Tenderer is to complete the rates based on CCT units in clause 4.1.2.10 (b)
 - b. If CCT require **additional ad-hoc development services** in addition to Price Schedules 1 to 4 the quantity will be determined at stage that ad-hoc service is required.

4.1.2.11 Include in the rates, prices, and the tendered total of the prices (if any) all duties, taxes (except Value Added Tax (VAT), and other levies payable by the successful Tenderer, such duties, taxes and levies being those applicable 14 days before the closing time stated in the General Tender Information;

4.1.2.12 include all of the Tenderer's expenses, disbursements and costs (e.g. transport, accommodation etc.) that may be required for the execution of the Tenderer's obligations in terms of the Contract, and shall cover the cost of all general risks, liabilities and obligations set forth or implied in the Contract as well as overhead charges and profit (in the event that the Tenderer is successful); and

4.1.3 All costing and rates to be final and binding subject to negotiations in terms of paragraph T. 2.3.11 above and shall apply throughout any Contract that may result from this Tender.

4.1.4 Tenderers must tender prices / rates on all items as per the section in the Price Schedules. **An item against which no rate is/are entered, or if anything other than a rate or a nil rate (for example, a zero, a dash or the word "included" or abbreviations thereof) is entered against an item, it will also be regarded as a nil rate having been entered against that item, i.e. that there is no charge for that item. The Tenderer may be requested to clarify nil rates, or items regarded as having nil rates; and the CCT may also perform a risk analysis with regard to the reasonableness of such rates.**

4.1.5 Provide fixed rates and prices for the duration of the contract that are not subject to adjustment except as otherwise provided for in clause 17 of the Conditions of Contract and as amplified in the Special Conditions of Contract.

- 4.1.6 The evaluation of the financial offer will be based on Price Schedule 5, a summary of Price Schedules 1 to 4, and Price Schedules 6 to 9 calculated as Basket of Service. The Price Schedules 6 and 9 are rates based to be used as and when and if required.
- 4.1.7 A provisional sum has been included that will be used as described in the Specifications clause C.5.7.
- 4.1.8 Tenderers are required to complete and return in electronic format the electronic Price Schedule saved as "Schedule F.13.O Price Schedule". Take note that the Price Schedule consists of various tabs as per the Table C.4.1 List of Price Schedules, each of which must be completed.
- 4.1.9 Each phase of the CCT CAR Project Management Methodology is a Project Milestone and the deliverables due in that phase per Implementation Service forms part of the sign-off process for the Project Milestone.
- 4.1.10 These Project Milestones will transition into contractual payment agreements that can be invoiced upon CCT sign-off on milestone deliverables.
- 4.1.11 The Tenderer is to include in the Price Schedules the costing for each Project Milestone that will form the basis for invoicing.
- 4.1.12 Tenderers must exclude SAP licence purchase, subscription, renewal and maintenance costs from their pricing, unless expressly requested in a specific price schedule. Tenderers must include all implementation-related costs associated with the SAP solution components proposed, including configuration, customisation, development, integration, migration, testing, training, change management and stabilisation effort.

4.2 Price Schedules

The Price Schedules comprise the following tables:

Table C.4.1 List of Price Schedules

Price Schedule Number	Table Number	Price Element	Price Evaluations
Price Schedule 1	Table C.4.1a	Implementation - Planning Phase	Inform Price Schedule 5
	Table C.4.1b	Implementation - Execution Phase	
	Table C.4.1c	Implementation - Closure Phase and Other	
Price Schedule 2	Table C.4.2	Implementation - Data Migration and Data Cleansing	
Price Schedule 3	Table C.4.3	Implementation - EPIC Contraventions	
Price Schedule 4	Table C.4.4	Training Services	
Price Schedule 5	Table C.4.5	Total Implementation Cost	Price Evaluation
Price Schedule 6	Table C.4.6a Table C.4.6b Table C.4.6c	Training Sessions	Evaluated as Basket of Services, rates based
Price Schedule 7	Table C.4.7	Training Material Development	Evaluated as Basket of Services, rates based
Price Schedule 8	Table C.4.8	Professional Services	Evaluated as Basket of Services, rates based
Price Schedule 9	Table C.4.9	Development Services	Evaluated as Basket of Services, rates based

Table C.4.1a: Price Schedule 1: Implementation - Planning Phase

					Planning to Develop Solution Architecture Blueprint			
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architectur e Blueprint	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
Indicative Cost to Phase Allocation					15% to 20%			
Technical upgrade of the Current SAP Solutions to SAP HANA as a minimum viable solution landscape to replace and decommission all functionality in Current SAP Solution components that will not migrate; the migration of the Current SAP Solutions data and deployment of new SAP HANA functionality where Current SAP Solution functionality cannot be remediated.								
1	Financial Management	Finance (F1) / Budgets (F3) / Treasury (F4)	J.1.4.1	Upgrade / Extend				
2		NL: Asset Accounting / Insurance (F12) - Insurance Asset Register	J.1.4.2 a	New				
3		NL: Funds Management	J.1.4.2 b	New				
4	Asset Management	Asset Lifecycle Management (O1a), Repairs and Maintenance (O1b) and Fleet Management (O1d)	J.4.4.1	Upgrade / Extend				
5		NL Release 1: Spatial Asset Management including Geo Enablement Framework	J.4.4.2 a	New				
6		NL Release 2: Spatial Asset Management including Geo Enablement Framework	J.4.4.2 a	New				
7		NL Release 1: Replacement of 1 Mobile application with SAP Service and Asset Manager (SSAM)	J.4.4.2 b	New				
8		NL Release 1: Integrate 1 Mobile application with SAP Field Service Management (FSM)	J.4.4.2 c	New				
9		Release 1: SAP S/4 Enterprise Asset Management (EAM) best practice framework for 1 core maintenance process	J.4.4.2 d	New				
10	Real Estate Management	Property Value Chain (O3) and Real Estate Management (O2)	J.5.2.1	Upgrade / Extend				
11		Treasury Loans	J.5.2.2 a	Upgrade / New				
12	Utilities Management	Revenue Management (F5) and Billing and Invoicing (F6)	J.6.2.1	Upgrade / Extend				

					Planning to Develop Solution Architecture Blueprint			
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
13		Release 1: Service Cloud Integration	J.6.2.2 a	New				
14	Portfolio, Programme and Project Management	Programme and Project Management (F7)	J.7.2.1	Upgrade / Extend				
15	Spend and Supply Chain Management	Procurement (F8) / Contract Lifecycle Management (F9) / Inventory Management (O1c) / Manage Supplier and Sourcing (F13)	J.8.5.1	Upgrade / Extend				
16	Manage Human Resources	NL: SuccessFactors Employee Central	J.9.3.1 b	New				
17		Retain and remediate Payroll & Time on ECC6	J.9.3.1 c	Upgrade / Extend				
18		Retain and remediate Recruitment	J.9.3.1 d	Upgrade / Extend				
19		NL Release 1: SuccessFactors Recruitment	J.9.3.1 d	New				
20		NL Release 1: SuccessFactors SmartRecruiters	J.9.3.1 d	New				
21		NL Release 1: SuccessFactors Onboarding	J.9.3.1 e	New				
22		NL Release 1: Fast Roll-out Training solution - SAP Learning Hub	J.9.3.1 f	New				
23		Remediate Current CCT EHS Solution	J.9.3.1 h	Upgrade / Extend				
24	Service Management	Retain and remediate current CRM	J.10.4.1 b	Upgrade / Extend				
25		NL Release 1: Service Cloud including Utilities Add-on	J.10.4.1 b	New				
26		NL Release 1: Self Service Management (Accelerator for Utilities)	J.10.4.1 d	New				

					Planning to Develop Solution Architecture Blueprint			
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
27	Records Lifecycle Management	Retain PSRM Records Management	J.12.3.1 a	Upgrade / Extend				
28		NL Release 1: SAP Extended Enterprise Content Management	J.12.3.1 a	New				
29		Folders Management	J.12.3.1 b	Upgrade / Extend				
30		NL SAP Archiving and Document Access	J.12.3.1 c	New				
	Generic	Integrations (G1)						
31		Integrations (G1) Migrate Process Orchestration to SAP Integration Suite NOTE: Summary Costing for Line Items 31.1 to 31.167	J.11.2.1	Upgrade / Extend	R -	R -	R -	
32		Release 1: Integrate Service Cloud with MITEL	J.10.4.1 c	Upgrade / Extend				
33		Release 2: Integrate Service Cloud with MITEL	J.10.4.1 c	Upgrade / Extend				
		Reports, Data & Analytics (G3)						
34		Remediate Existing Reports	J.11.4.1	Upgrade / Extend				
35		mSCOA - Migrate existing mSCOA functionality on SAP BW/4HANA	J.11.4.1 c	Upgrade / Extend				
36		Release 1: Reporting, Data and Analytics Landscape	J.11.4.2 b	New				
37		Release 2: Reporting, Data and Analytics Landscape	J.11.4.2 b	New				
		Web-based Internal and External Portals with Self Service (E-Services) (G4)						

					Planning to Develop Solution Architecture Blueprint			
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
38		Web-based Internal and External Portals with Self Service (E-Services) (G4) - Remediate current portal solutions NOTE: Summary Costing for Line Items 38.1 to 38.58	J.11.6.1 b	Upgrade / Extend	R -	R -	R -	
39		NL SAP Build Work Zone for Internal and External Portals NOTE: Summary Costing for Line Items 39.1 to 39.58	J.11.6.1 b	New	R -	R -	R -	
		Workflows (G5)						
40		Remediate current workflows	J.11.8.1 a	Upgrade / Extend				
41		Release 1: Transition to Flexible Workflows	J.11.8.1 a	New				
42		Release 2: Transition to Flexible Workflows	J.11.8.1 a	New				
43		Set-up Cloud Solution Workflow as per BRTM	J.11.8.1 b J.11.8.1 d	New				
		Mobile and Mobile Field Services (O4)						
44		Migrate current mobile solutions NOTE: Summary Costing for Line Items 44.1 to 44.26	J.11.10.1 a	Upgrade / Extend	R -	R -	R -	
		Case Management (O5)						
45		Migrate ECC Case Solutions to Folders Management NOTE: Summary Costing for Line Items 45.1 to 45.7	J.11.12.1 b	Upgrade / Extend	R -	R -	R -	
46		Retain and Remediate PSRM Case Solutions NOTE: Summary Costing for Line Items 46.1 to 46.14	J.11.12.1 c	Upgrade / Extend	R -	R -	R -	

					Planning to Develop Solution Architecture Blueprint			
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architectur e Blueprint	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
		Set-up Security & Authorisations (O6)						
47		Retrofit Roles	J.11.14.1	Extend / New				
Deploy Specialised SAP Cloud Products Solutions and out-of-the-box SAP S/4HANA capabilities and functionality not activated during the technical upgrade in line with the Business Requirements Traceability Matrix (BRTM).								
48	Financial Management	Finance (F1) / Budgets (F3) / Treasury (F4) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.1.4.3 i	Extend / New				
49		SAP Analytics Cloud (SAC) Planning	J.1.4.3 a	New				
50		Personnel Cost Planning (PCP)	J.1.4.3 b	New				
51		Release 2: Migrate PaPM BW/4HANA Add-on to Profitability and Performance Management (PaPM) on Business Data Cloud	J.1.4.3 c	New				
52		Release 3: Migrate PaPM BW/4HANA Add-on to Profitability and Performance Management (PaPM) on Business Data Cloud	J.1.4.3 c	New				
53		Release 2: Migrate BPC BW/4HANA Add-on to SAP Analytics Cloud (SAC) Planning on Business Data Cloud	J.1.4.3 d	New				
54		Release 3: Migrate BPC BW/4HANA Add-on to SAP Analytics Cloud (SAC) Planning on Business Data Cloud	J.1.4.3 d	New				
55		mSCOA Alignment	J.1.4.3 e	Extend / New				
56	Municipal Chart of Accounts	mSCOA Embedded in SAP	J.3.2.2 a	New				
57		mSCOA Reporting from SAP	J.3.2.2 b	New				

					Planning to Develop Solution Architecture Blueprint			
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
58	Asset Management	mSCOA (F2) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.3.2.2 c	Extend / New				
59		Asset Lifecycle Management (O1a), Repairs and Maintenance (O1b) and Fleet Management (O1d) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.4.4.3 h	Extend / New				
60		NL: SAP Service and Asset Manager (SSAM)	J.4.4.3 a	Extend / New				
61		NL: SAP Field Service Management (FSM)	J.4.4.3 b	Extend / New				
62		NL Release 2: Asset Performance Management	J.4.4.3 c	New				
63		NL Release 3: Asset Performance Management	J.4.4.3 c	New				
64		GIS Integration	J.4.4.3 d	Extend / New				
65	Real Estate Management	Property Value Chain (O3) and Real Estate Management (O2) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.5.2.3 f	Extend / New				
66		Release 1: Adopts Geographical Enablement Framework (GEF)	J.5.2.3 b	Extend / New				
67		Release 2: Adopts Geographical Enablement Framework (GEF)	J.5.2.3 b	Extend / New				
68	Utilities Management	Revenue Management (F5) and Billing and Invoicing (F6) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.6.2.3 f	Extend / New				

					Planning to Develop Solution Architecture Blueprint			
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
69		NL Release 2: Cloud for Energy	J.6.2.3 b	New				
70		NL Release 3: Cloud for Energy	J.6.2.3 b	New				
71		Pre-Paid Vending Token Generation	J.6.2.3 c	New				
72	Portfolio, Programme and Project Management	Programme and Project Management (F7) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.7.2.3 d	Extend / New				
73		Web Dynpro Replacement	J.7.2.3 a	Extend / New				
74	Spend and Supply Chain Management	Procurement (F8) / Contract Lifecycle Management (F9) / Inventory Management (O1c) / Manage Supplier and Sourcing (F13) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.8.5.3 s	Extend / New				
75		NL: SAP Strategic Procurement	J.8.5.3 b	Extend / New				
76		NL: SAP Ariba Supplier Risk	J.8.5.3 c	New				
77		NL: SAP Ariba Spend Control Tower	J.8.5.3 d	New				
78		NL: SAP Business Network Commerce Automation	J.8.5.3 e	New				
79		NL: SAP Ariba Buying for SAP S/4HANA	J.8.5.3 f	New				
80		NL: SAP Ariba Catalog	J.8.5.3 g	New				

					Planning to Develop Solution Architecture Blueprint			
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
81		Supplier Registration: CSD Integration	J.8.5.3 m	New				
82		Manage Contract Lifecycle - Replace CRMS with standard functionality	J.8.5.3 n	New				
83		Replace Custom Demand Plan	J.8.5.3 p	New				
84	Manage Human Resources	Employee Central - Deliver BRTM Scope through Standard SAP Cloud Solution Functionality	J.9.3.2 l	Extend				
85		NL Release 2: Employee Central Payroll including Time Tracking	J.9.3.1 c	New				
86		NL Release 3: Employee Central Payroll including Time Tracking	J.9.3.1 c	New				
87		NL Release 2: SuccessFactors Recruitment	J.9.3.1 d	New				
88		NL Release 2: SuccessFactors SmartRecruiters	J.9.3.1 d	New				
89		NL Release 2: SuccessFactors Onboarding	J.9.3.1 e	New				
90		Release 2: SAP Learning Hub	J.9.3.1 f J.9.3.2 b	Extend / New				
91		NL WalkMe Digital Adoption Platform	J.9.3.1 f J.9.3.2 b	New				
92		NL WalkMe Premium for Ariba	J.9.3.1 f J.9.3.2 b	New				
93		NL WalkMe for SAP SuccessFactors HCM	J.9.3.1 f J.9.3.2 b	New				
94		NL WalkMe Premium for BTP solutions	J.9.3.1 f J.9.3.2 b	New				
95		NL WalkMe Premium for Finance	J.9.3.1 f J.9.3.2 b	New				

					Planning to Develop Solution Architecture Blueprint			
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architectur e Blueprint	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
96		NL WalkMe Premium for S/4HANA Private Cloud	J.9.3.1 f J.9.3.2 b	New				
97		NL WalkMe Premium for SAP CX solutions	J.9.3.1 f J.9.3.2 b	New				
98		NL SuccessFactors Performance & Goals	J.9.3.2 a	New				
99		NL SuccessFactors Career and Talent Development	J.9.3.2 c	New				
100		NL SuccessFactors Compensation	J.9.3.2 d	New				
101		Employee Relations through EC Extension	J.9.3.2 f	Extend				
102		Employee Assistance and Wellness through EC Extension	J.9.3.2 f	Extend				
103		Bursary Management through EC Extension	J.9.3.2 f	Extend				
104		Workplace Skills Plan through EC Extension	J.9.3.2 f	Extend				
105		NL: Travel Management SAP S/4HANA	J.9.3.2 h	New				
106		NL: SAP Concur	J.9.3.2 h	New				
107		NL Release 2: SAP S/4HANA Environment Health & Safety	J.9.3.2 g	New				
108	Service Management	NL Release 2: Service Cloud	J.10.4.1 b	New				
109		CCT Employee Self Service (HR Service Desk)	J.10.4.1 c	New				

					Planning to Develop Solution Architecture Blueprint			
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
110		Campaigns	J.10.4.1 d	New				
111		Citizen Interface (CI) as engagement with CCT Citizen Interface Department	J.10.4.1 e	New				
112	Records Lifecycle Management	NL Release 2: SAP Extended Enterprise Content Management	J.12.3.1 a	New				
113		Migrate PSRM to SAP Extended Enterprise Content Management	J.12.3.2 a	Extend				
114		Set-Up Retention Rules	J.12.3.2 b	Extend				
115	Signavio	NL: Process Insights & Intelligence		New				
116		NL: Process Modeller		New				
117		NL: Process Transformation Manager		New				
118		NL: Process Collaboration Hub		New				
119	Accelerators, Tools and Templates							
	Generic	Integrations (G1)						
120		Integrations (G1) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.11.2.2	Upgrade / Extend				
121		Integrate Service Cloud with Future CCT Channel Management solution	J.10.4.1 c	Upgrade / Extend				
		Reports, Data & Analytics (G3)						

					Planning to Develop Solution Architecture Blueprint			
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
122		Reports, Data & Analytics (G3) - SAP reporting and Embedded Analytics AND Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.11.4.3	Extend / New				
123		NL: SAP Business Data Cloud	J.11.4.3 a	Extend / New				
		Web-based Internal and External Portals with Self Service (E-Services) (G4)						
124		Web-based Internal and External Portals with Self Service (E-Services) (G4) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.11.6.2	Extend / New				
125		Release 2: Develop Self-service capability Build WorkZone	J.10.4.1 d	New				
		Workflows (G5)						
126		Workflows (G5) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.11.8.2	Extend / New				
		Mobile and Mobile Field Services (O4)						
127		Transition to standard SAP Mobile Solutions NOTE: Summary Costing for Line Items 127.1 to 127.26	J.11.10.3	New	R -	R -	R -	
		Case Management (O5)						
128		Migrate Folders Management Case Solutions to ESM NOTE: Summary Costing for Line Items 128.1 to 128.7	J.11.12.2 a	New	R -	R -	R -	
129		Migrate PSRM Case Solutions to Folders Management NOTE: Summary Costing for Line Items 129.1 to 129.14	J.11.12.2 b	New	R -	R -	R -	

					Planning to Develop Solution Architecture Blueprint			
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
130		Migrate PSRM Case Solutions to ESM NOTE: Summary Costing for Line Items 130.1 to 130.14	J.11.12.2 b	New	R -	R -	R -	
		Set-up Security & Authorisations (O6)						
131		NL SAP Audit Management	J.11.14.2 a	New				
132		Set-up Roles and Access Control	J.11.14.2 b	Extend / New				
133	Sub-Total Implementation Cost Schedule 1							

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
	Integrations (G1) Migrate Process Orchestration to SAP Integration Suite				Total of costing 31.1 to 31.167 will reflect in Line Item 31			
31.1	SAP Utilities	Bank Integration for payment files (EasyPay)	#001	Extend / New				
31.2	SAP Utilities	Nedbank Connect Directly to Server	#002	Extend / New				
31.3	SAP Utilities	Nedbank Connect Directly to Server	#003	Extend / New				
31.4	SAP Utilities	Technical Master Data Interface	#004	Extend / New				
31.5	SAP Utilities	Nedbank Connect Directly to Server	#005	Extend / New				
31.6	SAP Utilities	Nedbank Connect Directly to Server	#006	Extend / New				
31.7	SAP Utilities	Nedbank Connect Directly to Server	#007	Extend / New				
31.8	SAP Utilities	Integration with Print Vendor	#008	Extend / New				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
31.9	SAP Utilities	Integration with Print Vendor	#009	Extend / New				
31.10	SAP Utilities	Integration with Print Vendor	#010	Extend / New				
31.11	SAP Utilities	Meter Replacement Data	#011	Extend / New				
31.12	SAP Utilities	Debt Management Prepaid Collection	#012	Extend / New				
31.13	SAP Utilities	Debt Management Prepaid Collection	#013	Extend / New				
31.14	SAP Utilities	AMI Metering Master, Transactional and Event Data	#014	Extend / New				
31.15	SAP FI (Banking)	Nedbank Connect Direct (Nedbank integration for receiving bank statements)	#015	Extend / New				
31.16	SAP FI (Treasury)	Nedbank Connect Direct (Nedbank integration for Investment payments)	#016	Extend / New				
31.17	SAP FI (Treasury)	Nedbank Connect Direct (Nedbank integration messages)	#017	Extend / New				
31.18	SAP FI (Treasury)	Bank Integration for third party receipting	#018	Extend / New				
31.19	SAP FI (Treasury)	MyCiti bus AFC transactions	#019	Extend / New				
31.20	SAP (PAPM)	PaPM post back to ECC	#020	Extend / New				
31.21	SAP Utilities	Advanced Metering Infrastructure - pooling	#021	Extend / New				
31.22	SAP Utilities	Facilities Management Energy and Water Data	#022	Extend / New				
31.23	SAP Utilities	Energy GIS Data Integration	#023	Extend / New				
31.24	SAP Utilities	Smart Metering Information	#024	Extend / New				
31.25	SAP Utilities	Rates Clearance - Digital Signature	#025	Extend / New				
31.26	SAP Utilities	Rates Clearance - Vendor Application Submission (Lexis Nexus)	#026	Extend / New				
31.27	SAP Utilities	Rates Clearance - Vendor Application Submission (E4)	#027	Extend / New				
31.28	SAP Utilities	Meter Calibration Certification	#028	Extend / New				
31.29	SAP Utilities	Meter Calibration Certification Digital Signature	#029	Extend / New				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
31.30	SAP Utilities	Property Valuation Extract for Energy	#030	Extend / New				
31.31	SAP Utilities	City Reads Mobile App for Meter Readings	#031	Extend / New				
31.32	SAP Utilities	Device Activities Mobile App	#032	Extend / New				
31.33	SAP Utilities	e-Services(External Portal) integration to view Municipal Account	#033	Extend / New				
31.34	SAP Utilities	External Portal Integration for SSEG Online Applications	#034	Extend / New				
31.35	SAP HCM	EHS Audiogram Test	#035	Extend / New				
31.36	SAP HCM	EHS Lung Function Test	#036	Extend / New				
31.37	SAP HCM	Position Management to e- recruitment	#037	Extend / New				
31.38	SAP HCM	Job Seeker Database to EPWP Org Management	#038	Extend / New				
31.39	SAP HCM	Org Management to e-Recruitment	#039	Extend / New				
31.40	SAP HCM	CRM to Employee Wellness	#040	Extend / New				
31.41	SAP HCM	Insurance Inbound	#041	Extend / New				
31.42	SAP HCM	Insurance Outbound	#042	Extend / New				
31.43	SAP HCM	Group Life Outbound	#043	Extend / New				
31.44	SAP HCM	Pension Contributions Outbound	#044	Extend / New				
31.45	SAP HCM	Consolidated Billing Inbound	#045	Extend / New				
31.46	SAP HCM	Consolidated Billing Outbound	#046	Extend / New				
31.47	SAP HCM	Union Inbound Interface	#047	Extend / New				
31.48	SAP HCM	Union Outbound Interface	#048	Extend / New				
31.49	SAP HCM	Nedbank Connect Direct (Nedbank integration for Payroll salary payment)	#049	Extend / New				
31.50	SAP HCM	EPWP Project Number Transfer	#050	Extend / New				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
31.51	SAP HCM	EPWP Working Hours	#051	Extend / New				
31.52	SAP HCM	Infotype 15 Loans Inbound	#052	Extend / New				
31.53	SAP HCM to FMES	PA HR Data(PFAL) to FMES	#053	Extend / New				
31.54	SAP HCM to Business Apps	HR Data(Program) to CITYPHONE	#054	Extend / New				
31.55	SAP HCM to Print	HR Payslips / IRP5 to Printing Dept	#055	Extend / New				
31.56	SAP HCM to Business Apps	Buildings Data to BUSAPPS	#056	Extend / New				
31.57	SAP HCM to Business Apps	Org Structure to BUSAPPS	#057	Extend / New				
31.58	SAP HCM (Payroll)	Payroll files to F Drive	#058	Extend / New				
31.59	SAP HCM	HR Data CostCentre to BUSAPPS	#059	Extend / New				
31.60	SAP HCM	HR Data(Program) to IDMAN (identity Management)	#060	Extend / New				
31.61	SAP HCM	Busapps Council to SAP Council Meetings	#061	Extend / New				
31.62	SAP HCM	Print Services to SAP ZISCOST	#062	Extend / New				
31.63	SAP HCM	Personnel Administration to eEFM	#063	Extend / New				
31.64	SAP HCM	eEFM to PSRM	#064	Extend / New				
31.65	SAP Real Estate	GIS/SAP Integration	#065	Extend / New				
31.66	SAP Real Estate	GIS/SAP Integration	#066	Extend / New				
31.67	SAP Real Estate	GIS/SAP Integration	#067	Extend / New				
31.68	SAP Real Estate	GIS/SAP Integration	#068	Extend / New				
31.69	SAP Real Estate	GIS/SAP Integration	#069	Extend / New				
31.70	SAP Real Estate	GIS/SAP Integration	#070	Extend / New				
31.71	SAP Real Estate	GRM/SAP Integration	#071	Extend / New				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
31.72	SAP Real Estate	GRM/SAP Integration	#072	Extend / New				
31.73	SAP Real Estate	GRM/SAP Integration	#073	Extend / New				
31.74	SAP Real Estate	GRM/SAP Integration	#074	Extend / New				
31.75	SAP PSRM Case Management	GIS/SAP Integration	#075	Extend / New				
31.76	SAP Real Estate	GIS/SAP Integration	#076	Extend / New				
31.77	SAP Real Estate	GIS/SAP Integration	#077	Extend / New				
31.78	SAP PSRM Case Management	GIS/SAP Integration	#078	Extend / New				
31.79	SAP ECC Case Management	GIS/SAP Integration	#079	Extend / New				
31.80	SAP ECC Case Management	GIS/SAP Integration	#080	Extend / New				
31.81	SAP ECC Case Management	GIS/SAP Integration	#081	Extend / New				
31.82	External Portal/SAP ECC Case Management	GIS/SAP Integration	#082	Extend / New				
31.83	External Portal/SAP ECC Case Management	GIS/SAP Integration	#083	Extend / New				
31.84	SAP ECC Case Management	GIS/SAP Integration	#084	Extend / New				
31.85	External Portal/SAP PSRM Case Management	GIS/SAP Integration	#085	Extend / New				
31.86	External Portal/SAP ECC Case Management	GIS/SAP Integration	#086	Extend / New				
31.87	Internal Portal/SAP ECC Case Management	GIS/SAP Integration	#087	Extend / New				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
31.88	SAP PSRM Case Management	GIS/SAP Integration	#088	Extend / New				
31.89	SAP Real Estate	SAMRAS/SAP Integration	#089	Extend / New				
31.90	SAP Real Estate	SAP Integration - RE-FX/ISU	#090	Extend / New				
31.91	SAP ECC Case Management	SAP Integration - External Portal	#091	Extend / New				
31.92	SAP ECC Case Management	SAP Integration - External Portal	#092	Extend / New				
31.93	SAP Real Estate	SAP Integration - External Portal	#093	Extend / New				
31.94	SAP Real Estate	SAP Integration - External Portal	#094	Extend / New				
31.95	SAP Real Estate	SAP Integration - External Portal	#095	Extend / New				
31.96	SAP Real Estate	SAP Integration - External Portal	#096	Extend / New				
31.97	SAP PSRM Case Management	SAP Integration - External Portal	#097	Extend / New				
31.98	SAP ECC Case Management	SAP Integration - External Portal	#098	Extend / New				
31.99	SAP ECC Case Management	SAP Integration - Internal Portal	#099	Extend / New				
31.100	SAP ECC Case Management	Mobile - DAMS Inspections	#100	Extend / New				
31.101	SAP ECC Case Management	Mobile - Environmental Health Inspections	#101	Extend / New				
31.102	SAP Real Estate	Mobile - Informal Trading Bay Inspections	#102	Extend / New				
31.103	SAP Real Estate	Mobile - Facility Inspections	#103	Extend / New				
31.104	SAP Real Estate	City Website/SAP Integration	#104	Extend / New				
31.105	SAP ECC Case Management	DAMS Stamping	#105	Extend / New				
31.106	SAP Real Estate	Deeds Rates Clearance Case Update	#106	Extend / New				
31.107	SAP Utilities	Integration with ebilling of IS-U invoices	#107	Extend / New				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
31.108	SAP MM (Materials Management)	BP Vendor Attachements	#108	Extend / New				
31.109	SAP MM (Materials Management)	Vendor Master Attachements	#109	Extend / New				
31.110	SAP MM (Materials Management)	MM Agreement Attachments	#110	Extend / New				
31.111	SAP MM (Materials Management)	MM Goods Receipt (MIGO and SES) Attachment	#111	Extend / New				
31.112	SAP MM (Materials Management)	CRMS Attachments (Multiple processes)	#112	Extend / New				
31.113	SAP MM (Materials Management)	CRMS Traininbg Material Attachments	#113	Extend / New				
31.114	SAP MM (Materials Management) AP	Statement Upload on eServices	#114	Extend / New				
31.115	SAP MM (Materials Management) AP	AP Vendor Statement Attachements (/SSR add-on purchased from JHN Business Solutions)	#115	Extend / New				
31.116	SAP MM (Materials Management)	MM MRP ROP Calculator	#116	Extend / New				
31.117	SAP MM (Materials Management)	MM Material Images	#117	Extend / New				
31.118	SAP MM (Materials Management) AP	PO Tracking on eServices	#118	Extend / New				
31.119	SAP MM (Materials Management) AP	Vendor Invoice Tracker on eServices	#119	Extend / New				
31.120	SAP MM (Materials Management) AP	Park Incoming Invoice	#120	Extend / New				
31.121	SAP MM (Materials Management)	RFQ Attachjments	#121	Extend / New				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
31.12 2	SAP MM (Materials Management)	RFQ eProcurement	#122	Extend / New				
31.12 3	SAP MM (Materials Management)	Quotation eProcurement	#123	Extend / New				
31.12 4	SAP MM (Materials Management)	RFQ www Advert	#124	Extend / New				
31.12 5	SAP MM (Materials Management) AP	Nedbank Connect Direct (AP payments)	#125	Extend / New				
31.12 6	SAP MM (Materials Management) AP	Nedbank Connect Direct (AP Payment Reply File)	#126	Extend / New				
31.12 7	SAP PPM	GIS Spatial Planning	#127	Extend / New				
31.12 8	SAP PPM	PPM Attachments (Multiple processes)	#128	Extend / New				
31.12 9	SAP PPM	PPM SharePoint Attachment	#129	Extend / New				
31.13 0	SAP Plant Maintenance	Energy ESRI MasterData Governance	#130	Extend / New				
31.13 1	SAP Plant Maintenance	Fuel Interface	#131	Extend / New				
31.13 2	SAP Plant Maintenance	Outage Management System	#132	Extend / New				
31.13 3	SAP Utilities	CRM IS-U Transaction Updates (Master Data and Service Management)	#133	Extend / New				
31.13 4	SAP Financial Accounting	Mobile - Asset Verification	#134	Extend / New				
31.13 5	EPIC	HR Employee details in CRM EPIC	#135	Extend / New				
31.13 6	EPIC	Plant Maintenance Notifications	#136	Extend / New				
31.13 7	EPIC	Contraventions	#137	Extend / New				
31.13 8	Contraventions	Mobile - EPIC integration	#138	Extend / New				
31.13 9	Contraventions	EPIC - ECC integration	#139	Extend / New				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
31.14 0	Contraventions	GIS integration to pull court boundary data	#140	Extend / New				
31.14 1	Contraventions	Reporting integration with BW4HANA System	#141	Extend / New				
31.14 2	Contraventions	Reporting frontend system	#142	Extend / New				
31.14 3	Contraventions	Integration with EPIC Content server	#143	Extend / New				
31.14 4	Contraventions	Integration with eService portal	#144	Extend / New				
31.14 5	Contraventions	Integration with internal portal system	#145	Extend / New				
31.14 6	Contraventions	PO Integration with IForce (TMT) system	#146	Extend / New				
31.14 7	Contraventions	PO Integration with SAMRAS system	#147	Extend / New				
31.14 8	Contraventions	PO Integration for AARTO notices	#148	Extend / New				
31.14 9	SAP CRM (Customer Service Management - Corporate Call Centre)	E-Service Service Logging Application	#149	Extend / New				
31.15 0	SAP CRM (Customer Service Management- Corporate Call Centre)	GIS (SRE) Integration with SAP CRM geo-map the location	#150	Extend / New				
31.15 1	SAP CRM	Microsoft Exchange Mail account integration.	#151	Extend / New				
31.15 2	SAP CRM (Facility Management)	Creation of Facility Management Service Requests via Intranet Portal.	#152	Extend / New				
31.15 3	SAP CRM (Customer Service Management- Corporate Call Centre)	Integration with OMS (Outage Management System).	#153	Extend / New				
31.15 4	SAP CRM (Transport Information Centre)	SAP CRM Golden Arrow Bus Services (GABS)	#154	Extend / New				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
31.155	SAP CRM	Content Server - SAP CRM sends files, images and videos	#155	Extend / New				
31.156	SAP CRM	BW4HANA integration	#156	Extend / New				
31.157	SAP CRM	Integration with SMS provider	#157	Extend / New				
31.158	SAP CRM	Integration with SAP Plant Maintenance to create notifications.	#158	Extend / New				
31.159	SAP CRM	Creation of Payment Requests for MVR	#159	Extend / New				
31.160	SAP CRM	Integration with ISU to provide premise, invoice and billing data	#160	Extend / New				
31.161	SAP CRM	Access ECC Master Data	#161	Extend / New				
31.162	SAP Real Estate and SAP Utilities	SAP BW extracts for GIS	#162	Extend / New				
31.163	SAP Utilities	Revenue Collections	#163	Extend / New				
31.164	SAP Utilities	Revenue RE Collections	#164	Extend / New				
31.165	SAP Utilities	Revenue Collections	#165	Extend / New				
31.166	SAP Utilities	Revenue Collections	#166	Extend / New				
31.167	SAP Real Estate and TR Loans	TR and RE Invoices	#133	Extend / New				

Web-based Internal and External Portals with Self Service (E-Services) (G4) - Remediate current portal solutions					Total of costing 38.1 to 38.58 will reflect in Line Item 38			
38.1	Fleet Management (O1d)	Fleet Vendor Management Portal	#1	External Portal				
38.2	Fleet Management (O1d)	Fleet Management Information System (FMIS)	#2	External Portal				
38.3	Property Value Chain (O2) Real Estate (O3)	Development Application Management Applications (DAMS)	#3	External Portal				
38.4	Property Value Chain (O2) Real Estate (O3)	Development Application Management – Online Complaints (Service Request on CRM)	#4	External Portal				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
38.5	Property Value Chain (O2) Real Estate (O3)	Informal Trading Permit Application	#5	External Portal				
38.6	Property Value Chain (O2) Real Estate (O3)	E-Signage Application	#6	External Portal				
38.7	Property Value Chain (O2) Real Estate (O3)	Valuations - Online objections)	#7	External Portal				
38.8	Property Value Chain (O2) Real Estate (O3)	Community Centres, Halls & Resorts Online Bookings	#8	External Portal				
38.9	Property Value Chain (O2) Real Estate (O3)	Facilities Management (FM) Hall Bookings	#9	External Portal				
38.10	Property Value Chain (O2) Real Estate (O3)	Environmental Health	#10	External Portal				
38.11	Property Value Chain (O2) Real Estate (O3)	Events Permit Application	#11	External Portal				
38.12	Property Value Chain (O2) Real Estate (O3)	Event Support Application	#12	External Portal				
38.13	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control	#13	External Portal				
38.14	Revenue Management (F5) Billing & Invoicing (F6)	Utilities Customer Electronic Service (UCES)	#14	External Portal				
38.15	Revenue Management (F5) Billing & Invoicing (F6)	Debt Management	#15	External Portal				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
38.16	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance - Conveyancing	#16	External Portal				
38.17	Repairs and Maintenance (O1b)	Work Order Management Portal (WOM)	#17	External Portal				
38.18	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation & Portal (RCAP)	#18	External Portal				
38.19	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Refunds	#19	External Portal				
38.20	Web - Based (G4)	Motor Vehicle Registration (MVR) Licenses	#20	External Portal				
38.21	Revenue Management (F5) Billing & Invoicing (F6)	Electronic Identification (EID)	#21	External Portal				
38.22	Revenue Management (F5) Billing & Invoicing (F6)	Advanced Metering Infrastructure (AMI)	#22	External Portal				
38.23	Revenue Management (F5) Billing & Invoicing (F6)	Energy Online Application System	#23	External Portal				
38.24	Revenue Management (F5) Billing & Invoicing (F6)	Municipal Account Payments	#24	External Portal				
38.25	Procurement (F8)	Accounts Payable E-Service	#25	External Portal				
38.26	Payroll (F10)	Third Party Payroll Portal	#26	External Portal				
38.27	Procurement (F8)	RFQ and Quatations	#27	External Portal				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
38.28	Web - Based (G4)	Pet Registration	#28	External Portal				
38.29	Web - Based (G4)	Web Service Requests	#29	External Portal				
38.30	Web - Based (G4)	Careers	#30	External Portal				
38.31	Web - Based (G4)	Municipal Accounts	#31	External Portal				
38.32	Web - Based (G4)	Contravention representations	#32	External Portal				
38.33	Web - Based (G4)	eProcurement	#33	External Portal				
38.34	Web - Based (G4)	Central User Registration	#34	External Portal				
38.35	Web - Based (G4)	Service Activation for Individuals	#35	External Portal				
38.36	Web - Based (G4)	Organisation Registration	#36	External Portal				
38.37	Web - Based (G4)	Supplier Registration:	#37	External Portal				
38.38	Web - Based (G4)	Nominee role activation (My user roles)	#38	External Portal				
38.39	Web - Based (G4)	Password Reset	#39	External Portal				
38.40	Web - Based (G4)	Email Address Change	#40	External Portal				
38.41	Web - Based (G4)	Retrieve Username	#41	External Portal				
38.42	Web - Based (G4)	My Profile	#42	External Portal				
38.43	Web - Based (G4)	Contact Us	#43	External Portal				
38.44	Human Capital Management (HCM)	Employee Self-Service (ESS)	#44	Internal Portal				
38.45	Human Capital Management (HCM)	Manager Self-Service (MSS)	#45	Internal Portal				
38.46	Finance (F1)	Finance	#46	Internal Portal				
38.47	Supply Chain Management (SCM)	Supply Chain	#47	Internal Portal				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
38.48	Human Capital Management (HCM)	Human Capital Management (HCM)	#48	Internal Portal				
38.49	Customer Relationship Management (CRM)	Reactive Incident Management Dashboard	#49	Internal Portal				
38.50	Programme and Project Management (F7)	SAP Portfolio and Project Management (PPM)	#50	Internal Portal				
38.51	Customer Relationship Management (CRM) Revenue Management (F5) Billing & Invoicing (F6)	CRM and Utilities	#51	Internal Portal				
38.52	Reporting, Data and Analytics (G3)	Reporting & Analytics	#52	Internal Portal				
38.53	Web - Based (G4)	Events Support Management System	#53	Internal Portal				
38.54	Web - Based (G4)	Core Business Systems (Backend)	#54	Internal Portal				
38.55	Web - Based (G4)	Identity & Security	#55	Internal Portal				
38.56	Web - Based (G4)	Reporting & Documents	#56	Internal Portal				
38.57	Web - Based (G4)	Application & UI Technologies	#57	Internal Portal				
38.58	Web - Based (G4)	Workflow Integration	#58	Internal Portal				

	NL SAP Build Work Zone for Internal and External Portals				Total of costing 39.1 to 39.58 will reflect in Line Item 39			
39.1	Fleet Management (O1d)	Fleet Vendor Management Portal	#1	External Portal				
39.2	Fleet Management (O1d)	Fleet Management Information System (FMIS)	#2	External Portal				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
39.3	Property Value Chain (O2) Real Estate (O3)	Development Application Management Applications (DAMS)	#3	External Portal				
39.4	Property Value Chain (O2) Real Estate (O3)	Development Application Management – Online Complaints (Service Request on CRM)	#4	External Portal				
39.5	Property Value Chain (O2) Real Estate (O3)	Informal Trading Permit Application	#5	External Portal				
39.6	Property Value Chain (O2) Real Estate (O3)	E-Signage Application	#6	External Portal				
39.7	Property Value Chain (O2) Real Estate (O3)	Valuations - Online objections)	#7	External Portal				
39.8	Property Value Chain (O2) Real Estate (O3)	Community Centres, Halls & Resorts Online Bookings	#8	External Portal				
39.9	Property Value Chain (O2) Real Estate (O3)	Facilities Management (FM) Hall Bookings	#9	External Portal				
39.10	Property Value Chain (O2) Real Estate (O3)	Environmental Health	#10	External Portal				
39.11	Property Value Chain (O2) Real Estate (O3)	Events Permit Application	#11	External Portal				
39.12	Property Value Chain (O2) Real Estate (O3)	Event Support Application	#12	External Portal				
39.13	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control	#13	External Portal				
39.14	Revenue Management (F5)	Utilities Customer Electronic Service (UCES)	#14	External Portal				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
	Billing & Invoicing (F6)							
39.15	Revenue Management (F5) Billing & Invoicing (F6)	Debt Management	#15	External Portal				
39.16	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance - Conveyancing	#16	External Portal				
39.17	Repairs and Maintenance (O1b)	Work Order Management Portal (WOM)	#17	External Portal				
39.18	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation & Portal (RCAP)	#18	External Portal				
39.19	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Refunds	#19	External Portal				
39.20	Web - Based (G4)	Motor Vehicle Registration (MVR) Licenses	#20	External Portal				
39.21	Revenue Management (F5) Billing & Invoicing (F6)	Electronic Identification (EID)	#21	External Portal				
39.22	Revenue Management (F5) Billing & Invoicing (F6)	Advanced Metering Infrastructure (AMI)	#22	External Portal				
39.23	Revenue Management (F5) Billing & Invoicing (F6)	Energy Online Application System	#23	External Portal				
39.24	Revenue Management (F5) Billing & Invoicing (F6)	Municipal Account Payments	#24	External Portal				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
39.25	Procurement (F8)	Accounts Payable E-Service	#25	External Portal				
39.26	Payroll (F10)	Third Party Payroll Portal	#26	External Portal				
39.27	Procurement (F8)	RFQ and Quotations	#27	External Portal				
39.28	Web - Based (G4)	Pet Registration	#28	External Portal				
39.29	Web - Based (G4)	Web Service Requests	#29	External Portal				
39.30	Web - Based (G4)	Careers	#30	External Portal				
39.31	Web - Based (G4)	Municipal Accounts	#31	External Portal				
39.32	Web - Based (G4)	Contravention representations	#32	External Portal				
39.33	Web - Based (G4)	eProcurement	#33	External Portal				
39.34	Web - Based (G4)	Central User Registration	#34	External Portal				
39.35	Web - Based (G4)	Service Activation for Individuals	#35	External Portal				
39.37	Web - Based (G4)	Organisation Registration	#36	External Portal				
39.37	Web - Based (G4)	Supplier Registration:	#37	External Portal				
39.38	Web - Based (G4)	Nominee role activation (My user roles)	#38	External Portal				
39.39	Web - Based (G4)	Password Reset	#39	External Portal				
39.40	Web - Based (G4)	Email Address Change	#40	External Portal				
39.41	Web - Based (G4)	Retrieve Username	#41	External Portal				
39.42	Web - Based (G4)	My Profile	#42	External Portal				
39.43	Web - Based (G4)	Contact Us	#43	External Portal				
39.44	Human Capital Management (HCM)	Employee Self-Service (ESS)	#44	Internal Portal				
39.45	Human Capital Management (HCM)	Manager Self-Service (MSS)	#45	Internal Portal				

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
39.46	Finance (F1)	Finance	#46	Internal Portal				
39.47	Supply Chain Management (SCM)	Supply Chain	#47	Internal Portal				
39.48	Human Capital Management (HCM)	Human Capital Management (HCM)	#48	Internal Portal				
39.49	Customer Relationship Management (CRM)	Reactive Incident Management Dashboard	#49	Internal Portal				
39.50	Programme and Project Management (F7)	SAP Portfolio and Project Management (PPM)	#50	Internal Portal				
39.51	Customer Relationship Management (CRM) Revenue Management (F5) Billing & Invoicing (F6)	CRM and Utilities	#51	Internal Portal				
39.52	Reporting, Data and Analytics (G3)	Reporting & Analytics	#52	Internal Portal				
39.53	Web - Based (G4)	Events Support Management System	#53	Internal Portal				
39.54	Web - Based (G4)	Core Business Systems (Backend)	#54	Internal Portal				
39.55	Web - Based (G4)	Identity & Security	#55	Internal Portal				
39.56	Web - Based (G4)	Reporting & Documents	#56	Internal Portal				
39.57	Web - Based (G4)	Application & UI Technologies	#57	Internal Portal				
39.58	Web - Based (G4)	Workflow Integration	#58	Internal Portal				
Migrate current Mobile Solutions					Total of costing 44.1 to 44.26 will reflect in Line Item 44			

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
44.1	Finance (F1)	Asset Verification	#1					
44.2	Mobile and Mobile Field Services (O4)	Barcode Printing (HEAP)	#2					
44.3	Revenue Management (F5)	City Reads	#3					
44.4	Property Value Chain (O2) Real Estate (O3)	Development Application Management System (DAMS)	#4					
44.5	Repairs and Maintenance (O1b)	Device Activities for Water (Meter Services)	#5					
44.6	Repairs and Maintenance (O1b)	Corrective Maintenance for Energy	#6					
44.7	Repairs and Maintenance (O1b)	First Line Response for Energy	#7					
44.8	Repairs and Maintenance (O1b)	Inspections for Energy	#8					
44.9	Repairs and Maintenance (O1b)	Preventative Maintenance for Energy	#9					
44.10	Property Value Chain (O2) Real Estate (O3)	Environmental Health Modernisation	#10					
44.11	EPIC Contraventions (O9)	EPIC 2 Contraventions	#11					
44.12	Property Value Chain (O2) Real Estate (O3)	Facility Booking (Real Estate)	#12					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
44.13	Fleet Management (O1d)	Fleet Management Information System (FMIS)	#13					
44.14	Human Capital Management (HCM)	HR Everywhere Online (Time & Pay) (HERO)	#14					
44.15	Property Value Chain (O2) Real Estate (O3)	Informal Trading Permit System ITPS	#15					
44.16	Repairs and Maintenance (O1b)	Outage Management System (OMS) for Energy	#16					
44.17	Repairs and Maintenance (O1b)	Public Housing Mobile Application	#17					
44.18	Revenue Management (F5)	Revenue Protection (Electricity)	#18					
44.19	Repairs and Maintenance (O1b)	RIMA (Reactive Incident Management)	#19					
44.20	Repairs and Maintenance (O1b)	Reactive Incident Management Application 2.0 (RIMA2)	#20					
44.21	Repairs and Maintenance (O1b)	RIMA 2.1 Upgrade	#21					
44.22	Repairs and Maintenance (O1b)	Reactive Incident Management Application 3.0 (RIMA3)	#22					
44.23	Repairs and Maintenance (O1b)	Transport Asset Management System (TAMS)	#23					
44.24	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control (WPCMS)	#24					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
44.25	Repairs and Maintenance (O1b)	Water Engineering Maintenance Application (WEMA)	#25					
44.26	Repairs and Maintenance (O1b)	Water Engineering Supervisor Application (WEZA)	#26					

	Transition to standard SAP Mobile Solutions				Total of costing 127.1 to 127.26 will reflect in Line Item 127			
127.1	Finance (F1)	Asset Verification	#1					
127.2	Mobile and Mobile Field Services (O4)	Barcode Printing (HEAP)	#2					
127.3	Revenue Management (F5)	City Reads	#3					
127.4	Property Value Chain (O2) Real Estate (O3)	Development Application Management System (DAMS)	#4					
127.5	Repairs and Maintenance (O1b)	Device Activities for Water (Meter Services)	#5					
127.6	Repairs and Maintenance (O1b)	Corrective Maintenance for Energy	#6					
127.7	Repairs and Maintenance (O1b)	First Line Response for Energy	#7					
127.8	Repairs and Maintenance (O1b)	Inspections for Energy	#8					
127.9	Repairs and Maintenance (O1b)	Preventative Maintenance for Energy	#9					
127.10	Property Value Chain (O2) Real Estate (O3)	Environmental Health Modernisation	#10					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
127.1 1	EPIC Contraventions (O9)	EPIC 2 Contraventions	#11					
127.1 2	Property Value Chain (O2) Real Estate (O3)	Facility Booking (Real Estate)	#12					
127.1 3	Fleet Management (O1d)	Fleet Management Information System (FMIS)	#13					
127.1 4	Human Capital Management (HCM)	HR Everywhere Online (Time & Pay) (HERO)	#14					
127.1 5	Property Value Chain (O2) Real Estate (O3)	Informal Trading Permit System ITPS	#15					
127.1 6	Repairs and Maintenance (O1b)	Outage Management System (OMS) for Energy	#16					
127.1 7	Repairs and Maintenance (O1b)	Public Housing Mobile Application	#17					
127.1 8	Revenue Management (F5)	Revenue Protection (Electricity)	#18					
127.1 9	Repairs and Maintenance (O1b)	RIMA (Reactive Incident Management)	#19					
127.2 0	Repairs and Maintenance (O1b)	Reactive Incident Management Application 2.0 (RIMA2)	#20					
127.2 1	Repairs and Maintenance (O1b)	RIMA 2.1 Upgrade	#21					
127.2 2	Repairs and Maintenance (O1b)	Reactive Incident Management Application 3.0 (RIMA3)	#22					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
127.2 3	Repairs and Maintenance (O1b)	Transport Asset Management System (TAMS)	#23					
127.2 4	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control (WPCMS)	#24					
127.2 5	Repairs and Maintenance (O1b)	Water Engineering Maintenance Application (WEMA)	#25					
127.2 6	Repairs and Maintenance (O1b)	Water Engineering Supervisor Application (WEZA)	#26					

	Migrate ECC Case Solutions				Total of costing 45.1 to 45.7 will reflect in Linte Item 45			
46.1	Property Value Chain (O2) Real Estate (O3)	Development Application Management System (DAMS II)						
46.2	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS II)						
46.3	Property Value Chain (O2) Real Estate (O3)	Early Childhood Development (ECD) Application						
46.4	Property Value Chain (O2) Real Estate (O3)	Environmental Health (EH) Air, Food Quality Management						
46.5	Property Value Chain (O2) Real Estate (O3)	Event Support and Management System (ESMS)						
46.6	Property Value Chain (O2) Real Estate (O3)	Housing Estate Automation (HEAP)						
46.7	Property Value Chain (O2) Real Estate (O3)	Emergency Policing Incident Control (EPIC) Contraventions						

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
	Retain and remediate PSRM Case Solutions				Total of costing 46.1 to 46.14 will reflect in Linte Item 46			
46.1	Property Value Chain (O2) Real Estate (O3)	Informal Trading Plans (ITPS) Applications						
46.2	Property Value Chain (O2) Real Estate (O3)	E-Agenda						
46.3	Property Value Chain (O2) Real Estate (O3)	E-Signage						
46.4	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS)						
46.5	Property Value Chain (O2) Real Estate (O3)	Event Permit Management System (EPMS)						
46.6	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control (WPC)						
46.7	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation Process (RCAP)						
46.8	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Refunds						
46.9	Revenue Management (F5) Billing & Invoicing (F6)	Debt Collections						
46.10	Payroll (F10)	HR Employee Folder Management (EFM)						
46.11	Revenue Management (F5)	Integrated Spatial Information System (ISIS)						

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
	Billing & Invoicing (F6)							
46.12		Legal Services Case Management (LSCM)						
46.13	Revenue Management (F5) Billing & Invoicing (F6)	PN00650 Revenue Debt Collection via Prepaid Meter Phase 3 (Housing)						
46.14	Payroll (F10)	Legacy System Migration Workbench (LSMW)						

	Migrate Folders Management Case Solutions to ESM				Total of costing 128.1 to 128.7 will reflect in Linte Item 128			
128.1	Property Value Chain (O2) Real Estate (O3)	Development Application Management System (DAMS II)						
128.2	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS II)						
128.3	Property Value Chain (O2) Real Estate (O3)	Early Childhood Development (ECD) Application						
128.4	Property Value Chain (O2) Real Estate (O3)	Environmental Health (EH) Air, Food Quality Management						
128.5	Property Value Chain (O2) Real Estate (O3)	Event Support and Management System (ESMS)						
128.6	Property Value Chain (O2) Real Estate (O3)	Housing Estate Automation (HEAP)						
128.7	Property Value Chain (O2) Real Estate (O3)	Emergency Policing Incident Control (EPIC) Contraventions						

	Migrate PSRM Case Solutions to Folders Management				Total of costing 129.1 to 129.14 will reflect in Linte Item 129			

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
129.1	Property Value Chain (O2) Real Estate (O3)	Informal Trading Plans (ITPS) Applications						
129.2	Property Value Chain (O2) Real Estate (O3)	E-Agenda						
129.3	Property Value Chain (O2) Real Estate (O3)	E-Signage						
129.4	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS)						
129.5	Property Value Chain (O2) Real Estate (O3)	Event Permit Management System (EPMS)						
129.6	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control (WPC)						
129.7	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation Process (RCAP)						
129.8	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Refunds						
129.9	Revenue Management (F5) Billing & Invoicing (F6)	Debt Collections						
129.10	Payroll (F10)	HR Employee Folder Management (EFM)						
129.11	Revenue Management (F5) Billing & Invoicing (F6)	Integrated Spatial Information System (ISIS)						

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
129.1 2		Legal Services Case Management (LSCM)						
129.1 3	Revenue Management (F5) Billing & Invoicing (F6)	PN00650 Revenue Debt Collection via Prepaid Meter Phase 3 (Housing)						
129.1 4	Payroll (F10)	Legacy System Migration Workbench (LSMW)						

	Migrate PSRM Case Solutions to ESM				Total of costing 130.1 to 130.14 will reflect in Linte Item 130			
130.1	Property Value Chain (O2) Real Estate (O3)	Informal Trading Plans (ITPS) Applications						
130.2	Property Value Chain (O2) Real Estate (O3)	E-Agenda						
130.3	Property Value Chain (O2) Real Estate (O3)	E-Signage						
130.4	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS)						
130.5	Property Value Chain (O2) Real Estate (O3)	Event Permit Management System (EPMS)						
130.6	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control (WPC)						
130.7	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation Process (RCAP)						
130.8	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Refunds						

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Initiate and Plan Excl. VAT	System Investigation and Analysis Excl. VAT	Design Excl. VAT	Notes
130.9	Revenue Management (F5) Billing & Invoicing (F6)	Debt Collections						
130.10	Payroll (F10)	HR Employee Folder Management (EFM)						
130.11	Revenue Management (F5) Billing & Invoicing (F6)	Integrated Spatial Information System (ISIS)						
130.12		Legal Services Case Management (LSCM)						
130.13	Revenue Management (F5) Billing & Invoicing (F6)	PN00650 Revenue Debt Collection via Prepaid Meter Phase 3 (Housing)						
130.14	Payroll (F10)	Legacy System Migration Workbench (LSMW)						

Table C.4.1b: Price Schedule 1: Implementation – Execution Phase

					Execution				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architectur e Blueprint	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
Indicative Cost to Phase Allocation					40% to 70%				
Technical upgrade of the Current SAP Solutions to SAP HANA as a minimum viable solution landscape to replace and decommission all functionality in Current SAP Solution components that will not migrate; the migration of the Current SAP Solutions data and deployment of new SAP HANA functionality where Current SAP Solution functionality cannot be remediated.									
1	Financial Management	Finance (F1) / Budgets (F3) / Treasury (F4)	J.1.4.1	Upgrade / Extend					
2		NL: Asset Accounting / Insurance (F12) - Insurance Asset Register	J.1.4.2 a	New					
3		NL: Funds Management	J.1.4.2 b	New					
4	Asset Management	Asset Lifecycle Management (O1a), Repairs and Maintenance (O1b) and Fleet Management (O1d)	J.4.4.1	Upgrade / Extend					
5		NL Release 1: Spatial Asset Management including Geo Enablement Framework	J.4.4.2 a	New					
6		NL Release 2: Spatial Asset Management including Geo Enablement Framework	J.4.4.2 a	New					
7		NL Release 1: Replacement of 1 Mobile application with SAP Service and Asset Manager (SSAM)	J.4.4.2 b	New					
8		NL Release 1: Integrate 1 Mobile application with SAP Field Service Management (FSM)	J.4.4.2 c	New					
9		Release 1: SAP S/4 Enterprise Asset Management (EAM) best practice framework for 1 core maintenance process	J.4.4.2 d	New					
10	Real Estate Management	Property Value Chain (O3) and Real Estate Management (O2)	J.5.2.1	Upgrade / Extend					
11		Treasury Loans	J.5.2.2 a	Upgrade / New					

					Execution				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
12	Utilities Management	Revenue Management (F5) and Billing and Invoicing (F6)	J.6.2.1	Upgrade / Extend					
13		Release 1: Service Cloud Integration	J.6.2.2 a	New					
14	Portfolio, Programme and Project Management	Programme and Project Management (F7)	J.7.2.1	Upgrade / Extend					
15	Spend and Supply Chain Management	Procurement (F8) / Contract Lifecycle Management (F9) / Inventory Management (O1c) / Manage Supplier and Sourcing (F13)	J.8.5.1	Upgrade / Extend					
16	Manage Human Resources	NL: SuccessFactors Employee Central	J.9.3.1 b	New					
17		Retain and remediate Payroll & Time on ECC6	J.9.3.1 c	Upgrade / Extend					
18		Retain and remediate Recruitment	J.9.3.1 d	Upgrade / Extend					
19		NL Release 1: SuccessFactors Recruitment	J.9.3.1 d	New					
20		NL Release 1: SuccessFactors SmartRecruiters	J.9.3.1 d	New					
21		NL Release 1: SuccessFactors Onboarding	J.9.3.1 e	New					
22		NL Release 1: Fast Roll-out Training solution - SAP Learning Hub	J.9.3.1 f	New					
23		Remediate Current CCT EHS Solution	J.9.3.1 h	Upgrade / Extend					
24	Service Management	Retain and remediate current CRM	J.10.4.1 b	Upgrade / Extend					
25		NL Release 1: Service Cloud including Utilities Add-on	J.10.4.1 b	New					

					Execution				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
26		NL Release 1: Self Service Management (Accelerator for Utilities)	J.10.4.1 d	New					
27	Records Lifecycle Management	Retain PSRM Records Management	J.12.3.1 a	Upgrade / Extend					
28		NL Release 1: SAP Extended Enterprise Content Management	J.12.3.1 a	New					
29		Folders Management	J.12.3.1 b	Upgrade / Extend					
30		NL SAP Archiving and Document Access	J.12.3.1 c	New					
	Generic	Integrations (G1)							
31		Integrations (G1) Migrate Process Orchestration to SAP Integration Suite NOTE: Summary Costing for Line Items 31.1 to 31.167	J.11.2.1	Upgrade / Extend	R -	R -	R -		
32		Release 1: Integrate Service Cloud with MITEL	J.10.4.1 c	Upgrade / Extend					
33		Release 2: Integrate Service Cloud with MITEL	J.10.4.1 c	Upgrade / Extend					
		Reports, Data & Analytics (G3)							
34		Remediate Existing Reports	J.11.4.1	Upgrade / Extend					
35		mSCOA - Migrate existing mSCOA functionality on SAP BW/4HANA	J.11.4.1 c	Upgrade / Extend					
36		Release 1: Reporting, Data and Analytics Landscape	J.11.4.2 b	New					
37		Release 2: Reporting, Data and Analytics Landscape	J.11.4.2 b	New					

					Execution				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
		Web-based Internal and External Portals with Self Service (E-Services) (G4)							
38		Web-based Internal and External Portals with Self Service (E-Services) (G4) - Remediate current portal solutions NOTE: Summary Costing for Line Items 38.1 to 38.58	J.11.6.1 b	Upgrade / Extend	R -	R -	R -		
39		NL SAP Build Work Zone for Internal and External Portals NOTE: Summary Costing for Line Items 39.1 to 39.58	J.11.6.1 b	New	R -	R -	R -		
		Workflows (G5)							
40		Remediate current workflows	J.11.8.1 a	Upgrade / Extend					
41		Release 1: Transition to Flexible Workflows	J.11.8.1 a	New					
42		Release 2: Transition to Flexible Workflows	J.11.8.1 a	New					
43		Set-up Cloud Solution Workflow as per BRTM	J.11.8.1 b J.11.8.1 d	New					
		Mobile and Mobile Field Services (O4)							
44		Migrate current mobile solutions NOTE: Summary Costing for Line Items 44.1 to 44.26	J.11.10.1 a	Upgrade / Extend	R -	R -	R -		
		Case Management (O5)							
45		Migrate ECC Case Solutions to Folders Management NOTE: Summary Costing for Line Items 45.1 to 45.7	J.11.12.1 b	Upgrade / Extend	R -	R -	R -		
46		Retain and Remediate PSRM Case Solutions	J.11.12.1 c	Upgrade / Extend	R -	R -	R -		

					Execution				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architectur e Blueprint	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
		NOTE: Summary Costing for Line Items 46.1 to 46.14							
		Set-up Security & Authorisations (O6)							
47		Retrofit Roles	J.11.14.1	Extend / New					
Deploy Specialised SAP Cloud Products Solutions and out-of-the-box SAP S/4HANA capabilities and functionality not activated during the technical upgrade in line with the Business Requirements Traceability Matrix (BRTM).									
48	Financial Management	Finance (F1) / Budgets (F3) / Treasury (F4) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.1.4.3 i	Extend / New					
49		SAP Analytics Cloud (SAC) Planning	J.1.4.3 a	New					
50		Personnel Cost Planning (PCP)	J.1.4.3 b	New					
51		Release 2: Migrate PaPM BW/4HANA Add-on to Profitability and Performance Management (PaPM) on Business Data Cloud	J.1.4.3 c	New					
52		Release 3: Migrate PaPM BW/4HANA Add-on to Profitability and Performance Management (PaPM) on Business Data Cloud	J.1.4.3 c	New					
53		Release 2: Migrate BPC BW/4HANA Add-on to SAP Analytics Cloud (SAC) Planning on Business Data Cloud	J.1.4.3 d	New					
54		Release 3: Migrate BPC BW/4HANA Add-on to SAP Analytics Cloud (SAC) Planning on Business Data Cloud	J.1.4.3 d	New					
55		mSCOA Alignment	J.1.4.3 e	Extend / New					
56		mSCOA Embedded in SAP	J.3.2.2 a	New					

					Execution				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
57	Municipal Chart of Accounts	mSCOA Reporting from SAP	J.3.2.2 b	New					
58		mSCOA (F2) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.3.2.2 c	Extend / New					
59	Asset Management	Asset Lifecycle Management (O1a), Repairs and Maintenance (O1b) and Fleet Management (O1d) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.4.4.3 h	Extend / New					
60		NL: SAP Service and Asset Manager (SSAM)	J.4.4.3 a	Extend / New					
61		NL: SAP Field Service Management (FSM)	J.4.4.3 b	Extend / New					
62		NL Release 2: Asset Performance Management	J.4.4.3 c	New					
63		NL Release 3: Asset Performance Management	J.4.4.3 c	New					
64		GIS Integration	J.4.4.3 d	Extend / New					
65	Real Estate Management	Property Value Chain (O3) and Real Estate Management (O2) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.5.2.3 f	Extend / New					
66		Release 1: Adopts Geographical Enablement Framework (GEF)	J.5.2.3 b	Extend / New					
67		Release 2: Adopts Geographical Enablement Framework (GEF)	J.5.2.3 b	Extend / New					
68	Utilities Management	Revenue Management (F5) and Billing and Invoicing (F6) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.6.2.3 f	Extend / New					

					Execution				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
69		NL Release 2: Cloud for Energy	J.6.2.3 b	New					
70		NL Release 3: Cloud for Energy	J.6.2.3 b	New					
71		Pre-Paid Vending Token Generation	J.6.2.3 c	New					
72	Portfolio, Programme and Project Management	Programme and Project Management (F7) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.7.2.3 d	Extend / New					
73		Web Dynpro Replacement	J.7.2.3 a	Extend / New					
74	Spend and Supply Chain Management	Procurement (F8) / Contract Lifecycle Management (F9) / Inventory Management (O1c) / Manage Supplier and Sourcing (F13) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.8.5.3 s	Extend / New					
75		NL: SAP Strategic Procurement	J.8.5.3 b	Extend / New					
76		NL: SAP Ariba Supplier Risk	J.8.5.3 c	New					
77		NL: SAP Ariba Spend Control Tower	J.8.5.3 d	New					
78		NL: SAP Business Network Commerce Automation	J.8.5.3 e	New					
79		NL: SAP Ariba Buying for SAP S/4HANA	J.8.5.3 f	New					
80		NL: SAP Ariba Catalog	J.8.5.3 g	New					

					Execution				
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81		Supplier Registration: CSD Integration	J.8.5.3 m	New					
82		Manage Contract Lifecycle - Replace CRMS with standard functionality	J.8.5.3 n	New					
83		Replace Custom Demand Plan	J.8.5.3 p	New					
84	Manage Human Resources	Employee Central - Deliver BRTM Scope through Standard SAP Cloud Solution Functionality	J.9.3.2 l	Extend					
85		NL Release 2: Employee Central Payroll including Time Tracking	J.9.3.1 c	New					
86		NL Release 3: Employee Central Payroll including Time Tracking	J.9.3.1 c	New					
87		NL Release 2: SuccessFactors Recruitment	J.9.3.1 d	New					
88		NL Release 2: SuccessFactors SmartRecruiters	J.9.3.1 d	New					
89		NL Release 2: SuccessFactors Onboarding	J.9.3.1 e	New					
90		Release 2: SAP Learning Hub	J.9.3.1 f J.9.3.2 b	Extend / New					
91		NL WalkMe Digital Adoption Platform	J.9.3.1 f J.9.3.2 b	New					
92		NL WalkMe Premium for Ariba	J.9.3.1 f J.9.3.2 b	New					
93		NL WalkMe for SAP SuccessFactors HCM	J.9.3.1 f J.9.3.2 b	New					
94		NL WalkMe Premium for BTP solutions	J.9.3.1 f J.9.3.2 b	New					
95		NL WalkMe Premium for Finance	J.9.3.1 f J.9.3.2 b	New					

					Execution				
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96		NL WalkMe Premium for S/4HANA Private Cloud	J.9.3.1 f J.9.3.2 b	New					
97		NL WalkMe Premium for SAP CX solutions	J.9.3.1 f J.9.3.2 b	New					
98		NL SuccessFactors Performance & Goals	J.9.3.2 a	New					
99		NL SuccessFactors Career and Talent Development	J.9.3.2 c	New					
100		NL SuccessFactors Compensation	J.9.3.2 d	New					
101		Employee Relations through EC Extension	J.9.3.2 f	Extend					
102		Employee Assistance and Wellness through EC Extension	J.9.3.2 f	Extend					
103		Bursary Management through EC Extension	J.9.3.2 f	Extend					
104		Workplace Skills Plan through EC Extension	J.9.3.2 f	Extend					
105		NL: Travel Management SAP S/4HANA	J.9.3.2 h	New					
106		NL: SAP Concur	J.9.3.2 h	New					
107		NL Release 2: SAP S/4HANA Environment Health & Safety	J.9.3.2 g	New					
108	Service Management	NL Release 2: Service Cloud	J.10.4.1 b	New					
109		CCT Employee Self Service (HR Service Desk)	J.10.4.1 c	New					

					Execution				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
110		Campaigns	J.10.4.1 d	New					
111		Citizen Interface (CI) as engagement with CCT Citizen Interface Department	J.10.4.1 e	New					
112	Records Lifecycle Management	NL Release 2: SAP Extended Enterprise Content Management	J.12.3.1 a	New					
113		Migrate PSRM to SAP Extended Enterprise Content Management	J.12.3.2 a	Extend					
114		Set-Up Retention Rules	J.12.3.2 b	Extend					
115	Signavio	NL: Process Insights & Intelligence		New					
116		NL: Process Modeller		New					
117		NL: Process Transformation Manager		New					
118		NL: Process Collaboration Hub		New					
119	Accelerators, Tools and Templates								
	Generic	Integrations (G1)							
120		Integrations (G1) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.11.2.2	Upgrade / Extend					
121		Integrate Service Cloud with Future CCT Channel Management solution	J.10.4.1 c	Upgrade / Extend					
		Reports, Data & Analytics (G3)							

					Execution				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
122		Reports, Data & Analytics (G3) - SAP reporting and Embedded Analytics AND Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.11.4.3	Extend / New					
123		NL: SAP Business Data Cloud	J.11.4.3 a	Extend / New					
		Web-based Internal and External Portals with Self Service (E-Services) (G4)							
124		Web-based Internal and External Portals with Self Service (E-Services) (G4) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.11.6.2	Extend / New					
125		Release 2: Develop Self-service capability Build WorkZone	J.10.4.1 d	New					
		Workflows (G5)							
126		Workflows (G5) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.11.8.2	Extend / New					
		Mobile and Mobile Field Services (O4)							
127		Transition to standard SAP Mobile Solutions NOTE: Summary Costing for Line Items 127.1 to 127.26	J.11.10.3	New	R -	R -	R -		
		Case Management (O5)							
128		Migrate Folders Management Case Solutions to ESM NOTE: Summary Costing for Line Items 128.1 to 128.7	J.11.12.2 a	New	R -	R -	R -		
129		Migrate PSRM Case Solutions to Folders Management NOTE: Summary Costing for Line Items 129.1 to 129.14	J.11.12.2 b	New	R -	R -	R -		

					Execution				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
130		Migrate PSRM Case Solutions to ESM NOTE: Summary Costing for Line Items 130.1 to 130.14	J.11.12.2 b	New	R -	R -	R -		
		Set-up Security & Authorisations (O6)							
131		NL SAP Audit Management	J.11.14.2 a	New					
132		Set-up Roles and Access Control	J.11.14.2 b	Extend / New					
133	Sub-Total Implementation Cost Schedule 1								

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
	Integrations (G1) Migrate Process Orchestration to SAP Integration Suite				Total of costing 31.1 to 31.167 will reflect in Line Item 31				
31.1	SAP Utilities	Bank Integration for payment files (EasyPay)	#001	Extend / New					
31.2	SAP Utilities	Nedbank Connect Directly to Server	#002	Extend / New					
31.3	SAP Utilities	Nedbank Connect Directly to Server	#003	Extend / New					
31.4	SAP Utilities	Technical Master Data Interface	#004	Extend / New					
31.5	SAP Utilities	Nedbank Connect Directly to Server	#005	Extend / New					
31.6	SAP Utilities	Nedbank Connect Directly to Server	#006	Extend / New					
31.7	SAP Utilities	Nedbank Connect Directly to Server	#007	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
31.8	SAP Utilities	Integration with Print Vendor	#008	Extend / New					
31.9	SAP Utilities	Integration with Print Vendor	#009	Extend / New					
31.10	SAP Utilities	Integration with Print Vendor	#010	Extend / New					
31.11	SAP Utilities	Meter Replacement Data	#011	Extend / New					
31.12	SAP Utilities	Debt Management Prepaid Collection	#012	Extend / New					
31.13	SAP Utilities	Debt Management Prepaid Collection	#013	Extend / New					
31.14	SAP Utilities	AMI Metering Master, Transactional and Event Data	#014	Extend / New					
31.15	SAP FI (Banking)	Nedbank Connect Direct (Nedbank integration for receiving bank statements)	#015	Extend / New					
31.16	SAP FI (Treasury)	Nedbank Connect Direct (Nedbank integration for Investment payments)	#016	Extend / New					
31.17	SAP FI (Treasury)	Nedbank Connect Direct (Nedbank integration messages)	#017	Extend / New					
31.18	SAP FI (Treasury)	Bank Integration for third party receipting	#018	Extend / New					
31.19	SAP FI (Treasury)	MyCiti bus AFC transactions	#019	Extend / New					
31.20	SAP (PAPM)	PaPM post back to ECC	#020	Extend / New					
31.21	SAP Utilities	Advanced Metering Infrastructure - pooling	#021	Extend / New					
31.22	SAP Utilities	Facilities Management Energy and Water Data	#022	Extend / New					
31.23	SAP Utilities	Energy GIS Data Integration	#023	Extend / New					
31.24	SAP Utilities	Smart Metering Information	#024	Extend / New					
31.25	SAP Utilities	Rates Clearance - Digital Signature	#025	Extend / New					
31.26	SAP Utilities	Rates Clearance - Vendor Application Submission (Lexis Nexus)	#026	Extend / New					
31.27	SAP Utilities	Rates Clearance - Vendor Application Submission (E4)	#027	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
31.28	SAP Utilities	Meter Calibration Certification	#028	Extend / New					
31.29	SAP Utilities	Meter Calibration Certification Digital Signature	#029	Extend / New					
31.30	SAP Utilities	Property Valuation Extract for Energy	#030	Extend / New					
31.31	SAP Utilities	City Reads Mobile App for Meter Readings	#031	Extend / New					
31.32	SAP Utilities	Device Activities Mobile App	#032	Extend / New					
31.33	SAP Utilities	e-Services(External Portal) integration to view Municipal Account	#033	Extend / New					
31.34	SAP Utilities	External Portal Integration for SSEG Online Applications	#034	Extend / New					
31.35	SAP HCM	EHS Audiogram Test	#035	Extend / New					
31.36	SAP HCM	EHS Lung Function Test	#036	Extend / New					
31.37	SAP HCM	Position Management to e-recruitment	#037	Extend / New					
31.38	SAP HCM	Job Seeker Database to EPWP Org Management	#038	Extend / New					
31.39	SAP HCM	Org Management to e-Recruitment	#039	Extend / New					
31.40	SAP HCM	CRM to Employee Wellness	#040	Extend / New					
31.41	SAP HCM	Insurance Inbound	#041	Extend / New					
31.42	SAP HCM	Insurance Outbound	#042	Extend / New					
31.43	SAP HCM	Group Life Outbound	#043	Extend / New					
31.44	SAP HCM	Pension Contributions Outbound	#044	Extend / New					
31.45	SAP HCM	Consolidated Billing Inbound	#045	Extend / New					
31.46	SAP HCM	Consolidated Billing Outbound	#046	Extend / New					
31.47	SAP HCM	Union Inbound Interface	#047	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
31.48	SAP HCM	Union Outbound Interface	#048	Extend / New					
31.49	SAP HCM	Nedbank Connect Direct (Nedbank integration for Payroll salary payment)	#049	Extend / New					
31.50	SAP HCM	EPWP Project Number Transfer	#050	Extend / New					
31.51	SAP HCM	EPWP Working Hours	#051	Extend / New					
31.52	SAP HCM	Infotype 15 Loans Inbound	#052	Extend / New					
31.53	SAP HCM to FMES	PA HR Data(PFAL) to FMES	#053	Extend / New					
31.54	SAP HCM to Business Apps	HR Data(Program) to CITYPHONE	#054	Extend / New					
31.55	SAP HCM to Print	HR Payslips / IRP5 to Printing Dept	#055	Extend / New					
31.56	SAP HCM to Business Apps	Buildings Data to BUSAPPS	#056	Extend / New					
31.57	SAP HCM to Business Apps	Org Structure to BUSAPPS	#057	Extend / New					
31.58	SAP HCM (Payroll)	Payroll files to F Drive	#058	Extend / New					
31.59	SAP HCM	HR Data CostCentre to BUSAPPS	#059	Extend / New					
31.60	SAP HCM	HR Data(Program) to IDMAN (identity Management)	#060	Extend / New					
31.61	SAP HCM	Busapps Council to SAP Council Meetings	#061	Extend / New					
31.62	SAP HCM	Print Services to SAP ZISCOST	#062	Extend / New					
31.63	SAP HCM	Personnel Administration to eEFM	#063	Extend / New					
31.64	SAP HCM	eEFM to PSRM	#064	Extend / New					
31.65	SAP Real Estate	GIS/SAP Integration	#065	Extend / New					
31.66	SAP Real Estate	GIS/SAP Integration	#066	Extend / New					
31.67	SAP Real Estate	GIS/SAP Integration	#067	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
31.68	SAP Real Estate	GIS/SAP Integration	#068	Extend / New					
31.69	SAP Real Estate	GIS/SAP Integration	#069	Extend / New					
31.70	SAP Real Estate	GIS/SAP Integration	#070	Extend / New					
31.71	SAP Real Estate	GRM/SAP Integration	#071	Extend / New					
31.72	SAP Real Estate	GRM/SAP Integration	#072	Extend / New					
31.73	SAP Real Estate	GRM/SAP Integration	#073	Extend / New					
31.74	SAP Real Estate	GRM/SAP Integration	#074	Extend / New					
31.75	SAP PSRM Case Management	GIS/SAP Integration	#075	Extend / New					
31.76	SAP Real Estate	GIS/SAP Integration	#076	Extend / New					
31.77	SAP Real Estate	GIS/SAP Integration	#077	Extend / New					
31.78	SAP PSRM Case Management	GIS/SAP Integration	#078	Extend / New					
31.79	SAP ECC Case Management	GIS/SAP Integration	#079	Extend / New					
31.80	SAP ECC Case Management	GIS/SAP Integration	#080	Extend / New					
31.81	SAP ECC Case Management	GIS/SAP Integration	#081	Extend / New					
31.82	External Portal/SAP ECC Case Management	GIS/SAP Integration	#082	Extend / New					
31.83	External Portal/SAP ECC Case Management	GIS/SAP Integration	#083	Extend / New					
31.84	SAP ECC Case Management	GIS/SAP Integration	#084	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
31.85	External Portal/SAP PSRM Case Management	GIS/SAP Integration	#085	Extend / New					
31.86	External Portal/SAP ECC Case Management	GIS/SAP Integration	#086	Extend / New					
31.87	Internal Portal/SAP ECC Case Management	GIS/SAP Integration	#087	Extend / New					
31.88	SAP PSRM Case Management	GIS/SAP Integration	#088	Extend / New					
31.89	SAP Real Estate	SAMRAS/SAP Integration	#089	Extend / New					
31.90	SAP Real Estate	SAP Integration - RE-FX/ISU	#090	Extend / New					
31.91	SAP ECC Case Management	SAP Integration - External Portal	#091	Extend / New					
31.92	SAP ECC Case Management	SAP Integration - External Portal	#092	Extend / New					
31.93	SAP Real Estate	SAP Integration - External Portal	#093	Extend / New					
31.94	SAP Real Estate	SAP Integration - External Portal	#094	Extend / New					
31.95	SAP Real Estate	SAP Integration - External Portal	#095	Extend / New					
31.96	SAP Real Estate	SAP Integration - External Portal	#096	Extend / New					
31.97	SAP PSRM Case Management	SAP Integration - External Portal	#097	Extend / New					
31.98	SAP ECC Case Management	SAP Integration - External Portal	#098	Extend / New					
31.99	SAP ECC Case Management	SAP Integration - Internal Portal	#099	Extend / New					
31.10 0	SAP ECC Case Management	Mobile - DAMS Inspections	#100	Extend / New					
31.10 1	SAP ECC Case Management	Mobile - Environmental Health Inspections	#101	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
31.10 2	SAP Real Estate	Mobile - Informal Trading Bay Inspections	#102	Extend / New					
31.10 3	SAP Real Estate	Mobile - Facility Inspections	#103	Extend / New					
31.10 4	SAP Real Estate	City Website/SAP Integration	#104	Extend / New					
31.10 5	SAP ECC Case Management	DAMS Stamping	#105	Extend / New					
31.10 6	SAP Real Estate	Deeds Rates Clearance Case Update	#106	Extend / New					
31.10 7	SAP Utilities	Integration with ebilling of IS-U invoices	#107	Extend / New					
31.10 8	SAP MM (Materials Management)	BP Vendor Attachements	#108	Extend / New					
31.10 9	SAP MM (Materials Management)	Vendor Master Attachements	#109	Extend / New					
31.11 0	SAP MM (Materials Management)	MM Agreement Attachments	#110	Extend / New					
31.11 1	SAP MM (Materials Management)	MM Goods Receipt (MIGO and SES) Attachment	#111	Extend / New					
31.11 2	SAP MM (Materials Management)	CRMS Attachments (Multiple processes)	#112	Extend / New					
31.11 3	SAP MM (Materials Management)	CRMS Traininbg Material Attachments	#113	Extend / New					
31.11 4	SAP MM (Materials Management) AP	Statement Upload on eServices	#114	Extend / New					
31.11 5	SAP MM (Materials Management) AP	AP Vendor Statement Attachements (/SSR add-on purchased from JHN Business Solutions)	#115	Extend / New					
31.11 6	SAP MM (Materials Management)	MM MRP ROP Calculator	#116	Extend / New					
31.11 7	SAP MM (Materials Management)	MM Material Images	#117	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
31.11 8	SAP MM (Materials Management) AP	PO Tracking on eServices	#118	Extend / New					
31.11 9	SAP MM (Materials Management) AP	Vendor Invoice Tracker on eServices	#119	Extend / New					
31.12 0	SAP MM (Materials Management) AP	Park Incoming Invoice	#120	Extend / New					
31.12 1	SAP MM (Materials Management)	RFQ Attachjments	#121	Extend / New					
31.12 2	SAP MM (Materials Management)	RFQ eProcurement	#122	Extend / New					
31.12 3	SAP MM (Materials Management)	Quotation eProcurement	#123	Extend / New					
31.12 4	SAP MM (Materials Management)	RFQ www Advert	#124	Extend / New					
31.12 5	SAP MM (Materials Management) AP	Nedbank Connect Direct (AP payments)	#125	Extend / New					
31.12 6	SAP MM (Materials Management) AP	Nedbank Connect Direct (AP Payment Reply File)	#126	Extend / New					
31.12 7	SAP PPM	GIS Spatial Planning	#127	Extend / New					
31.12 8	SAP PPM	PPM Attachments (Multiple processes)	#128	Extend / New					
31.12 9	SAP PPM	PPM SharePoint Attachment	#129	Extend / New					
31.13 0	SAP Plant Maintenance	Energy ESRI MasterData Governance	#130	Extend / New					
31.13 1	SAP Plant Maintenance	Fuel Interface	#131	Extend / New					
31.13 2	SAP Plant Maintenance	Outage Management System	#132	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
31.13 3	SAP Utilities	CRM IS-U Transaction Updates (Master Data and Service Management)	#133	Extend / New					
31.13 4	SAP Financial Accounting	Mobile - Asset Verification	#134	Extend / New					
31.13 5	EPIC	HR Employee details in CRM EPIC	#135	Extend / New					
31.13 6	EPIC	Plant Maintenance Notifications	#136	Extend / New					
31.13 7	EPIC	Contraventions	#137	Extend / New					
31.13 8	Contraventions	Mobile - EPIC integration	#138	Extend / New					
31.13 9	Contraventions	EPIC - ECC integration	#139	Extend / New					
31.14 0	Contraventions	GIS integration to pull court boundary data	#140	Extend / New					
31.14 1	Contraventions	Reporting integration with BW4HANA System	#141	Extend / New					
31.14 2	Contraventions	Reporting frontend system	#142	Extend / New					
31.14 3	Contraventions	Integration with EPIC Content server	#143	Extend / New					
31.14 4	Contraventions	Integration with eService portal	#144	Extend / New					
31.14 5	Contraventions	Integration with internal portal system	#145	Extend / New					
31.14 6	Contraventions	PO Integration with IForce (TMT) system	#146	Extend / New					
31.14 7	Contraventions	PO Integration with SAMRAS system	#147	Extend / New					
31.14 8	Contraventions	PO Integration for AARTO notices	#148	Extend / New					
31.14 9	SAP CRM (Customer Service Management - Corporate Call Centre)	E-Service Service Logging Application	#149	Extend / New					
31.15 0	SAP CRM (Customer Service)	GIS (SRE) Integration with SAP CRM geo-map the location	#150	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
	Management-Corporate Call Centre)								
31.15 1	SAP CRM	Microsoft Exchange Mail account integration.	#151	Extend / New					
31.15 2	SAP CRM (Facility Management)	Creation of Facility Management Service Requests via Intranet Portal.	#152	Extend / New					
31.15 3	SAP CRM (Customer Service Management-Corporate Call Centre)	Integration with OMS (Outage Management System).	#153	Extend / New					
31.15 4	SAP CRM (Transport Information Centre)	SAP CRM Golden Arrow Bus Services (GABS)	#154	Extend / New					
31.15 5	SAP CRM	Content Server - SAP CRM sends files, images and videos	#155	Extend / New					
31.15 6	SAP CRM	BW4HANA integration	#156	Extend / New					
31.15 7	SAP CRM	Integration with SMS provider	#157	Extend / New					
31.15 8	SAP CRM	Integration with SAP Plant Maintenance to create notifications.	#158	Extend / New					
31.15 9	SAP CRM	Creation of Payment Requests for MVR	#159	Extend / New					
31.16 0	SAP CRM	Integration with ISU to provide premise, invoice and billing data	#160	Extend / New					
31.16 1	SAP CRM	Access ECC Master Data	#161	Extend / New					
31.16 2	SAP Real Estate and SAP Utilities	SAP BW extracts for GIS	#162	Extend / New					
31.16 3	SAP Utilities	Revenue Collections	#163	Extend / New					
31.16 4	SAP Utilities	Revenue RE Collections	#164	Extend / New					
31.16 5	SAP Utilities	Revenue Collections	#165	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
31.16 6	SAP Utilities	Revenue Collections	#166	Extend / New					
31.16 7	SAP Real Estate and TR Loans	TR and RE Invoices	#133	Extend / New					

	Web-based Internal and External Portals with Self Service (E-Services) (G4) - Remediate current portal solutions				Total of costing 38.1 to 38.58 will reflect in Line Item 38				
38.1	Fleet Management (O1d)	Fleet Vendor Management Portal	#1	External Portal					
38.2	Fleet Management (O1d)	Fleet Management Information System (FMIS)	#2	External Portal					
38.3	Property Value Chain (O2) Real Estate (O3)	Development Application Management Applications (DAMS)	#3	External Portal					
38.4	Property Value Chain (O2) Real Estate (O3)	Development Application Management – Online Complaints (Service Request on CRM)	#4	External Portal					
38.5	Property Value Chain (O2) Real Estate (O3)	Informal Trading Permit Application	#5	External Portal					
38.6	Property Value Chain (O2) Real Estate (O3)	E-Signage Application	#6	External Portal					
38.7	Property Value Chain (O2) Real Estate (O3)	Valuations - Online objections)	#7	External Portal					
38.8	Property Value Chain (O2) Real Estate (O3)	Community Centres, Halls & Resorts Online Bookings	#8	External Portal					
38.9	Property Value Chain (O2) Real Estate (O3)	Facilities Management (FM) Hall Bookings	#9	External Portal					
38.10	Property Value Chain (O2)	Environmental Health	#10	External Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
	Real Estate (O3)								
38.11	Property Value Chain (O2) Real Estate (O3)	Events Permit Application	#11	External Portal					
38.12	Property Value Chain (O2) Real Estate (O3)	Event Support Application	#12	External Portal					
38.13	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control	#13	External Portal					
38.14	Revenue Management (F5) Billing & Invoicing (F6)	Utilities Customer Electronic Service (UCES)	#14	External Portal					
38.15	Revenue Management (F5) Billing & Invoicing (F6)	Debt Management	#15	External Portal					
38.16	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance - Conveyancing	#16	External Portal					
38.17	Repairs and Maintenance (O1b)	Work Order Management Portal (WOM)	#17	External Portal					
38.18	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation & Portal (RCAP)	#18	External Portal					
38.19	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Refunds	#19	External Portal					
38.20	Web - Based (G4)	Motor Vehicle Registration (MVR) Licenses	#20	External Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
38.21	Revenue Management (F5) Billing & Invoicing (F6)	Electronic Identification (EID)	#21	External Portal					
38.22	Revenue Management (F5) Billing & Invoicing (F6)	Advanced Metering Infrastructure (AMI)	#22	External Portal					
38.23	Revenue Management (F5) Billing & Invoicing (F6)	Energy Online Application System	#23	External Portal					
38.24	Revenue Management (F5) Billing & Invoicing (F6)	Municipal Account Payments	#24	External Portal					
38.25	Procurement (F8)	Accounts Payable E-Service	#25	External Portal					
38.26	Payroll (F10)	Third Party Payroll Portal	#26	External Portal					
38.27	Procurement (F8)	RFQ and Quotations	#27	External Portal					
38.28	Web - Based (G4)	Pet Registration	#28	External Portal					
38.29	Web - Based (G4)	Web Service Requests	#29	External Portal					
38.30	Web - Based (G4)	Careers	#30	External Portal					
38.31	Web - Based (G4)	Municipal Accounts	#31	External Portal					
38.32	Web - Based (G4)	Contravention representations	#32	External Portal					
38.33	Web - Based (G4)	eProcurement	#33	External Portal					
38.34	Web - Based (G4)	Central User Registration	#34	External Portal					
38.35	Web - Based (G4)	Service Activation for Individuals	#35	External Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
38.36	Web - Based (G4)	Organisation Registration	#36	External Portal					
38.37	Web - Based (G4)	Supplier Registration:	#37	External Portal					
38.38	Web - Based (G4)	Nominee role activation (My user roles)	#38	External Portal					
38.39	Web - Based (G4)	Password Reset	#39	External Portal					
38.40	Web - Based (G4)	Email Address Change	#40	External Portal					
38.41	Web - Based (G4)	Retrieve Username	#41	External Portal					
38.42	Web - Based (G4)	My Profile	#42	External Portal					
38.43	Web - Based (G4)	Contact Us	#43	External Portal					
38.44	Human Capital Management (HCM)	Employee Self-Service (ESS)	#44	Internal Portal					
38.45	Human Capital Management (HCM)	Manager Self-Service (MSS)	#45	Internal Portal					
38.46	Finance (F1)	Finance	#46	Internal Portal					
38.47	Supply Chain Management (SCM)	Supply Chain	#47	Internal Portal					
38.48	Human Capital Management (HCM)	Human Capital Management (HCM)	#48	Internal Portal					
38.49	Customer Relationship Management (CRM)	Reactive Incident Management Dashboard	#49	Internal Portal					
38.50	Programme and Project Management (F7)	SAP Portfolio and Project Management (PPM)	#50	Internal Portal					
38.51	Customer Relationship Management (CRM)	CRM and Utilities	#51	Internal Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
	Revenue Management (F5) Billing & Invoicing (F6)								
38.52	Reporting, Data and Analytics (G3)	Reporting & Analytics	#52	Internal Portal					
38.53	Web - Based (G4)	Events Support Management System	#53	Internal Portal					
38.54	Web - Based (G4)	Core Business Systems (Backend)	#54	Internal Portal					
38.55	Web - Based (G4)	Identity & Security	#55	Internal Portal					
38.56	Web - Based (G4)	Reporting & Documents	#56	Internal Portal					
38.57	Web - Based (G4)	Application & UI Technologies	#57	Internal Portal					
38.58	Web - Based (G4)	Workflow Integration	#58	Internal Portal					

	NL SAP Build Work Zone for Internal and External Portals				Total of costing 39.1 to 39.58 will reflect in Line Item 39				
39.1	Fleet Management (O1d)	Fleet Vendor Management Portal	#1	External Portal					
39.2	Fleet Management (O1d)	Fleet Management Information System (FMIS)	#2	External Portal					
39.3	Property Value Chain (O2) Real Estate (O3)	Development Application Management Applications (DAMS)	#3	External Portal					
39.4	Property Value Chain (O2) Real Estate (O3)	Development Application Management – Online Complaints (Service Request on CRM)	#4	External Portal					
39.5	Property Value Chain (O2) Real Estate (O3)	Informal Trading Permit Application	#5	External Portal					
39.6	Property Value Chain (O2)	E-Signage Application	#6	External Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
	Real Estate (O3)								
39.7	Property Value Chain (O2) Real Estate (O3)	Valuations - Online objections)	#7	External Portal					
39.8	Property Value Chain (O2) Real Estate (O3)	Community Centres, Halls & Resorts Online Bookings	#8	External Portal					
39.9	Property Value Chain (O2) Real Estate (O3)	Facilities Management (FM) Hall Bookings	#9	External Portal					
39.10	Property Value Chain (O2) Real Estate (O3)	Environmental Health	#10	External Portal					
39.11	Property Value Chain (O2) Real Estate (O3)	Events Permit Application	#11	External Portal					
39.12	Property Value Chain (O2) Real Estate (O3)	Event Support Application	#12	External Portal					
39.13	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control	#13	External Portal					
39.14	Revenue Management (F5) Billing & Invoicing (F6)	Utilities Customer Electronic Service (UCES)	#14	External Portal					
39.15	Revenue Management (F5) Billing & Invoicing (F6)	Debt Management	#15	External Portal					
39.16	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance - Conveyancing	#16	External Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
39.17	Repairs and Maintenance (O1b)	Work Order Management Portal (WOM)	#17	External Portal					
39.18	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation & Portal (RCAP)	#18	External Portal					
39.19	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Refunds	#19	External Portal					
39.20	Web - Based (G4)	Motor Vehicle Registration (MVR) Licenses	#20	External Portal					
39.21	Revenue Management (F5) Billing & Invoicing (F6)	Electronic Identification (EID)	#21	External Portal					
39.22	Revenue Management (F5) Billing & Invoicing (F6)	Advanced Metering Infrastructure (AMI)	#22	External Portal					
39.23	Revenue Management (F5) Billing & Invoicing (F6)	Energy Online Application System	#23	External Portal					
39.24	Revenue Management (F5) Billing & Invoicing (F6)	Municipal Account Payments	#24	External Portal					
39.25	Procurement (F8)	Accounts Payable E-Service	#25	External Portal					
39.26	Payroll (F10)	Third Party Payroll Portal	#26	External Portal					
39.27	Procurement (F8)	RFQ and Quotations	#27	External Portal					
39.28	Web - Based (G4)	Pet Registration	#28	External Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
39.29	Web - Based (G4)	Web Service Requests	#29	External Portal					
39.30	Web - Based (G4)	Careers	#30	External Portal					
39.31	Web - Based (G4)	Municipal Accounts	#31	External Portal					
39.32	Web - Based (G4)	Contravention representations	#32	External Portal					
39.33	Web - Based (G4)	eProcurement	#33	External Portal					
39.34	Web - Based (G4)	Central User Registration	#34	External Portal					
39.35	Web - Based (G4)	Service Activation for Individuals	#35	External Portal					
39.37	Web - Based (G4)	Organisation Registration	#36	External Portal					
39.37	Web - Based (G4)	Supplier Registration:	#37	External Portal					
39.38	Web - Based (G4)	Nominee role activation (My user roles)	#38	External Portal					
39.39	Web - Based (G4)	Password Reset	#39	External Portal					
39.40	Web - Based (G4)	Email Address Change	#40	External Portal					
39.41	Web - Based (G4)	Retrieve Username	#41	External Portal					
39.42	Web - Based (G4)	My Profile	#42	External Portal					
39.43	Web - Based (G4)	Contact Us	#43	External Portal					
39.44	Human Capital Management (HCM)	Employee Self-Service (ESS)	#44	Internal Portal					
39.45	Human Capital Management (HCM)	Manager Self-Service (MSS)	#45	Internal Portal					
39.46	Finance (F1)	Finance	#46	Internal Portal					
39.47	Supply Chain Management (SCM)	Supply Chain	#47	Internal Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
39.48	Human Capital Management (HCM)	Human Capital Management (HCM)	#48	Internal Portal					
39.49	Customer Relationship Management (CRM)	Reactive Incident Management Dashboard	#49	Internal Portal					
39.50	Programme and Project Management (F7)	SAP Portfolio and Project Management (PPM)	#50	Internal Portal					
39.51	Customer Relationship Management (CRM) Revenue Management (F5) Billing & Invoicing (F6)	CRM and Utilities	#51	Internal Portal					
39.52	Reporting, Data and Analytics (G3)	Reporting & Analytics	#52	Internal Portal					
39.53	Web - Based (G4)	Events Support Management System	#53	Internal Portal					
39.54	Web - Based (G4)	Core Business Systems (Backend)	#54	Internal Portal					
39.55	Web - Based (G4)	Identity & Security	#55	Internal Portal					
39.56	Web - Based (G4)	Reporting & Documents	#56	Internal Portal					
39.57	Web - Based (G4)	Application & UI Technologies	#57	Internal Portal					
39.58	Web - Based (G4)	Workflow Integration	#58	Internal Portal					

	Migrate current Mobile Solutions				Total of costing 44.1 to 44.26 will reflect in Line Item 44				
44.1	Finance (F1)	Asset Verification	#1						
44.2	Mobile and Mobile Field Services (O4)	Barcode Printing (HEAP)	#2						

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
44.3	Revenue Management (F5)	City Reads	#3						
44.4	Property Value Chain (O2)	Development Application Management System (DAMS)	#4						
44.5	Property Value Chain (O2)	Device Activities for Water (Meter Services)	#5						
44.6	Revenue Management (F5)	Corrective Maintenance for Energy	#6						
44.7	Revenue Management (F5)	First Line Response for Energy	#7						
44.8	Billing and Invoicing (F6)	Inspections for Energy	#8						
44.9	Repairs and Maintenance (O1b)	Preventative Maintenance for Energy	#9						
44.10	Real Estate (O3)	Environmental Health Modernisation	#10						
44.11	EPIC Contraventions (O9)	EPIC 2 Contraventions	#11						
44.12	Real Estate (O3)	Facility Booking (Real Estate)	#12						
44.13	Fleet Management (O1d)	Fleet Management Information System (FMIS)	#13						
44.14	Human Capital Management (HCM)	HR Everywhere Online (Time & Pay) (HERO)	#14						
44.15	Real Estate (O3)	Informal Trading Permit System ITPS	#15						
44.16	Repairs and Maintenance (O1b)	Outage Management System (OMS) for Energy	#16						
44.17		Public Housing Mobile Application	#17						
44.18	Revenue Management (F5)	Revenue Protection (Electricity)	#18						
44.19	Repairs and Maintenance (O1b)	RIMA (Reactive Incident Management)	#19						

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
44.20	Repairs and Maintenance (O1b)	Reactive Incident Management Application 2.0 (RIMA2)	#20						
44.21	Repairs and Maintenance (O1b)	RIMA 2.1 Upgrade	#21						
44.22	Property Value Chain (O2)	Reactive Incident Management Application 3.0 (RIMA3)	#22						
44.23	Repairs and Maintenance (O1b)	Transport Asset Management System (TAMS)	#23						
44.24	Repairs and Maintenance (O1b)	Water Pollution Control (WPCMS)	#24						
44.25	Repairs and Maintenance (O1b)	Water Engineering Maintenance Application (WEMA)	#25						
44.26	Repairs and Maintenance (O1b)	Water Engineering Supervisor Application (WEZA)	#26						

	Transition to standard SAP Mobile Solutions				Total of costing 127.1 to 127.26 will reflect in Line Item 127				
127.1	Finance (F1)	Asset Verification	#1						
127.2	Mobile and Mobile Field Services (O4)	Barcode Printing (HEAP)	#2						
127.3	Revenue Management (F5)	City Reads	#3						
127.4	Property Value Chain (O2)	Development Application Management System (DAMS)	#4						
127.5	Property Value Chain (O2)	Device Activities for Water (Meter Services)	#5						
127.6	Revenue Management (F5)	Corrective Maintenance for Energy	#6						
127.7	Revenue Management (F5)	First Line Response for Energy	#7						
127.8	Billing and Invoicing (F6)	Inspections for Energy	#8						

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
127.9	Repairs and Maintenance (O1b)	Preventative Maintenance for Energy	#9						
127.10	Real Estate (O3)	Environmental Health Modernisation	#10						
127.11	EPIC Contraventions (O9)	EPIC 2 Contraventions	#11						
127.12	Real Estate (O3)	Facility Booking (Real Estate)	#12						
127.13	Fleet Management (O1d)	Fleet Management Information System (FMIS)	#13						
127.14	Human Capital Management (HCM)	HR Everywhere Online (Time & Pay) (HERO)	#14						
127.15	Real Estate (O3)	Informal Trading Permit System ITPS	#15						
127.16	Repairs and Maintenance (O1b)	Outage Management System (OMS) for Energy	#16						
127.17		Public Housing Mobile Application	#17						
127.18	Revenue Management (F5)	Revenue Protection (Electricity)	#18						
127.19	Repairs and Maintenance (O1b)	RIMA (Reactive Incident Management)	#19						
127.20	Repairs and Maintenance (O1b)	Reactive Incident Management Application 2.0 (RIMA2)	#20						
127.21	Repairs and Maintenance (O1b)	RIMA 2.1 Upgrade	#21						
127.22	Property Value Chain (O2)	Reactive Incident Management Application 3.0 (RIMA3)	#22						
127.23	Repairs and Maintenance (O1b)	Transport Asset Management System (TAMS)	#23						
127.24	Repairs and Maintenance (O1b)	Water Pollution Control (WPCMS)	#24						

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
127.25	Repairs and Maintenance (O1b)	Water Engineering Maintenance Application (WEMA)	#25						
127.26	Repairs and Maintenance (O1b)	Water Engineering Supervisor Application (WEZA)	#26						

	Migrate ECC Case Solutions				Total of costing 45.1 to 45.7 will reflect in Linte Item 45				
46.1	Property Value Chain (O2) Real Estate (O3)	Development Application Management System (DAMS II)							
46.2	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS II)							
46.3	Property Value Chain (O2) Real Estate (O3)	Early Childhood Development (ECD) Application							
46.4	Property Value Chain (O2) Real Estate (O3)	Environmental Health (EH) Air, Food Quality Management							
46.5	Property Value Chain (O2) Real Estate (O3)	Event Support and Management System (ESMS)							
46.6	Property Value Chain (O2) Real Estate (O3)	Housing Estate Automation (HEAP)							
46.7	Property Value Chain (O2) Real Estate (O3)	Emergency Policing Incident Control (EPIC) Contraventions							

	Retain and remediate PSRM Case Solutions				Total of costing 46.1 to 46.14 will reflect in Linte Item 46				
46.1	Property Value Chain (O2) Real Estate (O3)	Informal Trading Plans (ITPS) Applications							

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
46.2	Property Value Chain (O2) Real Estate (O3)	E-Agenda							
46.3	Property Value Chain (O2) Real Estate (O3)	E-Signage							
46.4	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS)							
46.5	Property Value Chain (O2) Real Estate (O3)	Event Permit Management System (EPMS)							
46.6	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control (WPC)							
46.7	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation Process (RCAP)							
46.8	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Refunds							
46.9	Revenue Management (F5) Billing & Invoicing (F6)	Debt Collections							
46.10	Payroll (F10)	HR Employee Folder Management (EFM)							
46.11	Revenue Management (F5) Billing & Invoicing (F6)	Integrated Spatial Information System (ISIS)							
46.12		Legal Services Case Management (LSCM)							

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
46.13	Revenue Management (F5) Billing & Invoicing (F6)	PN00650 Revenue Debt Collection via Prepaid Meter Phase 3 (Housing)							
46.14	Payroll (F10)	Legacy System Migration Workbench (LSMW)							

	Migrate Folders Management Case Solutions to ESM				Total of costing 128.1 to 128.7 will reflect in Linte Item 128				
128.1	Property Value Chain (O2) Real Estate (O3)	Development Application Management System (DAMS II)							
128.2	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS II)							
128.3	Property Value Chain (O2) Real Estate (O3)	Early Childhood Development (ECD) Application							
128.4	Property Value Chain (O2) Real Estate (O3)	Environmental Health (EH) Air, Food Quality Management							
128.5	Property Value Chain (O2) Real Estate (O3)	Event Support and Management System (ESMS)							
128.6	Property Value Chain (O2) Real Estate (O3)	Housing Estate Automation (HEAP)							
128.7	Property Value Chain (O2) Real Estate (O3)	Emergency Policing Incident Control (EPIC) Contraventions							

	Migrate PSRM Case Solutions to Folders Management				Total of costing 129.1 to 129.14 will reflect in Linte Item 129				
129.1	Property Value Chain (O2) Real Estate (O3)	Informal Trading Plans (ITPS) Applications							

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
129.2	Property Value Chain (O2) Real Estate (O3)	E-Agenda							
129.3	Property Value Chain (O2) Real Estate (O3)	E-Signage							
129.4	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS)							
129.5	Property Value Chain (O2) Real Estate (O3)	Event Permit Management System (EPMS)							
129.6	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control (WPC)							
129.7	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation Process (RCAP)							
129.8	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Refunds							
129.9	Revenue Management (F5) Billing & Invoicing (F6)	Debt Collections							
129.10	Payroll (F10)	HR Employee Folder Management (EFM)							
129.11	Revenue Management (F5) Billing & Invoicing (F6)	Integrated Spatial Information System (ISIS)							
129.12		Legal Services Case Management (LSCM)							

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
129.13	Revenue Management (F5) Billing & Invoicing (F6)	PN00650 Revenue Debt Collection via Prepaid Meter Phase 3 (Housing)							
129.14	Payroll (F10)	Legacy System Migration Workbench (LSMW)							

	Migrate PSRM Case Solutions to ESM				Total of costing 130.1 to 130.14 will reflect in Linte Item 130				
130.1	Property Value Chain (O2) Real Estate (O3)	Informal Trading Plans (ITPS) Applications							
130.2	Property Value Chain (O2) Real Estate (O3)	E-Agenda							
130.3	Property Value Chain (O2) Real Estate (O3)	E-Signage							
130.4	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS)							
130.5	Property Value Chain (O2) Real Estate (O3)	Event Permit Management System (EPMS)							
130.6	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control (WPC)							
130.7	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation Process (RCAP)							
130.8	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Refunds							

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	Configuration Excl. VAT	Customisation / Development Excl. VAT	Integration Excl. VAT	Internal Testing Excl. VAT	Final Acceptance Testing (User Acceptance Testing) Excl. VAT
130.9	Revenue Management (F5) Billing & Invoicing (F6)	Debt Collections							
130.10	Payroll (F10)	HR Employee Folder Management (EFM)							
130.11	Revenue Management (F5) Billing & Invoicing (F6)	Integrated Spatial Information System (ISIS)							
130.12		Legal Services Case Management (LSCM)							
130.13	Revenue Management (F5) Billing & Invoicing (F6)	PN00650 Revenue Debt Collection via Prepaid Meter Phase 3 (Housing)							
130.14	Payroll (F10)	Legacy System Migration Workbench (LSMW)							

Table C.4.1c: Price Schedule 1: Implementation – Closure Phase and Other

					Implementation				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architectur e Blueprint	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
Indicative Cost to Phase Allocation					15% to 30%				
Technical upgrade of the Current SAP Solutions to SAP HANA as a minimum viable solution landscape to replace and decommission all functionality in Current SAP Solution components that will not migrate; the migration of the Current SAP Solutions data and deployment of new SAP HANA functionality where Current SAP Solution functionality cannot be remediated.									
1	Financial Management	Finance (F1) / Budgets (F3) / Treasury (F4)	J.1.4.1	Upgrade / Extend					
2		NL: Asset Accounting / Insurance (F12) - Insurance Asset Register	J.1.4.2 a	New					
3		NL: Funds Management	J.1.4.2 b	New					
4	Asset Management	Asset Lifecycle Management (O1a), Repairs and Maintenance (O1b) and Fleet Management (O1d)	J.4.4.1	Upgrade / Extend					
5		NL Release 1: Spatial Asset Management including Geo Enablement Framework	J.4.4.2 a	New					
6		NL Release 2: Spatial Asset Management including Geo Enablement Framework	J.4.4.2 a	New					
7		NL Release 1: Replacement of 1 Mobile application with SAP Service and Asset Manager (SSAM)	J.4.4.2 b	New					
8		NL Release 1: Integrate 1 Mobile application with SAP Field Service Management (FSM)	J.4.4.2 c	New					
9		Release 1: SAP S/4 Enterprise Asset Management (EAM) best practice framework for 1 core maintenance process	J.4.4.2 d	New					
10	Real Estate Management	Property Value Chain (O3) and Real Estate Management (O2)	J.5.2.1	Upgrade / Extend					
11		Treasury Loans	J.5.2.2 a	Upgrade / New					

					Implementation				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
12	Utilities Management	Revenue Management (F5) and Billing and Invoicing (F6)	J.6.2.1	Upgrade / Extend					
13		Release 1: Service Cloud Integration	J.6.2.2 a	New					
14	Portfolio, Programme and Project Management	Programme and Project Management (F7)	J.7.2.1	Upgrade / Extend					
15	Spend and Supply Chain Management	Procurement (F8) / Contract Lifecycle Management (F9) / Inventory Management (O1c) / Manage Supplier and Sourcing (F13)	J.8.5.1	Upgrade / Extend					
16	Manage Human Resources	NL: SuccessFactors Employee Central	J.9.3.1 b	New					
17		Retain and remediate Payroll & Time on ECC6	J.9.3.1 c	Upgrade / Extend					
18		Retain and remediate Recruitment	J.9.3.1 d	Upgrade / Extend					
19		NL Release 1: SuccessFactors Recruitment	J.9.3.1 d	New					
20		NL Release 1: SuccessFactors SmartRecruiters	J.9.3.1 d	New					
21		NL Release 1: SuccessFactors Onboarding	J.9.3.1 e	New					
22		NL Release 1: Fast Roll-out Training solution - SAP Learning Hub	J.9.3.1 f	New					
23		Remediate Current CCT EHS Solution	J.9.3.1 h	Upgrade / Extend					
24	Service Management	Retain and remediate current CRM	J.10.4.1 b	Upgrade / Extend					
25		NL Release 1: Service Cloud including Utilities Add-on	J.10.4.1 b	New					

					Implementation				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
26		NL Release 1: Self Service Management (Accelerator for Utilities)	J.10.4.1 d	New					
27	Records Lifecycle Management	Retain PSRM Records Management	J.12.3.1 a	Upgrade / Extend					
28		NL Release 1: SAP Extended Enterprise Content Management	J.12.3.1 a	New					
29		Folders Management	J.12.3.1 b	Upgrade / Extend					
30		NL SAP Archiving and Document Access	J.12.3.1 c	New					
	Generic	Integrations (G1)							
31		Integrations (G1) Migrate Process Orchestration to SAP Integration Suite NOTE: Summary Costing for Line Items 31.1 to 31.167	J.11.2.1	Upgrade / Extend	R -	R -	R -		
32		Release 1: Integrate Service Cloud with MITEL	J.10.4.1 c	Upgrade / Extend					
33		Release 2: Integrate Service Cloud with MITEL	J.10.4.1 c	Upgrade / Extend					
		Reports, Data & Analytics (G3)							
34		Remediate Existing Reports	J.11.4.1	Upgrade / Extend					
35		mSCOA - Migrate existing mSCOA functionality on SAP BW/4HANA	J.11.4.1 c	Upgrade / Extend					
36		Release 1: Reporting, Data and Analytics Landscape	J.11.4.2 b	New					
37		Release 2: Reporting, Data and Analytics Landscape	J.11.4.2 b	New					

					Implementation				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
		Web-based Internal and External Portals with Self Service (E-Services) (G4)							
38		Web-based Internal and External Portals with Self Service (E-Services) (G4) - Remediate current portal solutions NOTE: Summary Costing for Line Items 38.1 to 38.58	J.11.6.1 b	Upgrade / Extend	R -	R -	R -		
39		NL SAP Build Work Zone for Internal and External Portals NOTE: Summary Costing for Line Items 39.1 to 39.58	J.11.6.1 b	New	R -	R -	R -		
		Workflows (G5)							
40		Remediate current workflows	J.11.8.1 a	Upgrade / Extend					
41		Release 1: Transition to Flexible Workflows	J.11.8.1 a	New					
42		Release 2: Transition to Flexible Workflows	J.11.8.1 a	New					
43		Set-up Cloud Solution Workflow as per BRTM	J.11.8.1 b J.11.8.1 d	New					
		Mobile and Mobile Field Services (O4)							
44		Migrate current mobile solutions NOTE: Summary Costing for Line Items 44.1 to 44.26	J.11.10.1 a	Upgrade / Extend	R -	R -	R -		
		Case Management (O5)							
45		Migrate ECC Case Solutions to Folders Management NOTE: Summary Costing for Line Items 45.1 to 45.7	J.11.12.1 b	Upgrade / Extend	R -	R -	R -		
46		Retain and Remediate PSRM Case Solutions	J.11.12.1 c	Upgrade / Extend	R -	R -	R -		

					Implementation				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architectur e Blueprint	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
		NOTE: Summary Costing for Line Items 46.1 to 46.14							
		Set-up Security & Authorisations (O6)							
47		Retrofit Roles	J.11.14.1	Extend / New					
Deploy Specialised SAP Cloud Products Solutions and out-of-the-box SAP S/4HANA capabilities and functionality not activated during the technical upgrade in line with the Business Requirements Traceability Matrix (BRTM).									
48	Financial Management	Finance (F1) / Budgets (F3) / Treasury (F4) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.1.4.3 i	Extend / New					
49		SAP Analytics Cloud (SAC) Planning	J.1.4.3 a	New					
50		Personnel Cost Planning (PCP)	J.1.4.3 b	New					
51		Release 2: Migrate PaPM BW/4HANA Add-on to Profitability and Performance Management (PaPM) on Business Data Cloud	J.1.4.3 c	New					
52		Release 3: Migrate PaPM BW/4HANA Add-on to Profitability and Performance Management (PaPM) on Business Data Cloud	J.1.4.3 c	New					
53		Release 2: Migrate BPC BW/4HANA Add-on to SAP Analytics Cloud (SAC) Planning on Business Data Cloud	J.1.4.3 d	New					
54		Release 3: Migrate BPC BW/4HANA Add-on to SAP Analytics Cloud (SAC) Planning on Business Data Cloud	J.1.4.3 d	New					
55		mSCOA Alignment	J.1.4.3 e	Extend / New					
56		mSCOA Embedded in SAP	J.3.2.2 a	New					

					Implementation				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
57	Municipal Chart of Accounts	mSCOA Reporting from SAP	J.3.2.2 b	New					
58		mSCOA (F2) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.3.2.2 c	Extend / New					
59	Asset Management	Asset Lifecycle Management (O1a), Repairs and Maintenance (O1b) and Fleet Management (O1d) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.4.4.3 h	Extend / New					
60		NL: SAP Service and Asset Manager (SSAM)	J.4.4.3 a	Extend / New					
61		NL: SAP Field Service Management (FSM)	J.4.4.3 b	Extend / New					
62		NL Release 2: Asset Performance Management	J.4.4.3 c	New					
63		NL Release 3: Asset Performance Management	J.4.4.3 c	New					
64		GIS Integration	J.4.4.3 d	Extend / New					
65	Real Estate Management	Property Value Chain (O3) and Real Estate Management (O2) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.5.2.3 f	Extend / New					
66		Release 1: Adopts Geographical Enablement Framework (GEF)	J.5.2.3 b	Extend / New					
67		Release 2: Adopts Geographical Enablement Framework (GEF)	J.5.2.3 b	Extend / New					
68	Utilities Management	Revenue Management (F5) and Billing and Invoicing (F6) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.6.2.3 f	Extend / New					

					Implementation				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
69		NL Release 2: Cloud for Energy	J.6.2.3 b	New					
70		NL Release 3: Cloud for Energy	J.6.2.3 b	New					
71		Pre-Paid Vending Token Generation	J.6.2.3 c	New					
72	Portfolio, Programme and Project Management	Programme and Project Management (F7) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.7.2.3 d	Extend / New					
73		Web Dynpro Replacement	J.7.2.3 a	Extend / New					
74	Spend and Supply Chain Management	Procurement (F8) / Contract Lifecycle Management (F9) / Inventory Management (O1c) / Manage Supplier and Sourcing (F13) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.8.5.3 s	Extend / New					
75		NL: SAP Strategic Procurement	J.8.5.3 b	Extend / New					
76		NL: SAP Ariba Supplier Risk	J.8.5.3 c	New					
77		NL: SAP Ariba Spend Control Tower	J.8.5.3 d	New					
78		NL: SAP Business Network Commerce Automation	J.8.5.3 e	New					
79		NL: SAP Ariba Buying for SAP S/4HANA	J.8.5.3 f	New					
80		NL: SAP Ariba Catalog	J.8.5.3 g	New					

					Implementation				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
81		Supplier Registration: CSD Integration	J.8.5.3 m	New					
82		Manage Contract Lifecycle - Replace CRMS with standard functionality	J.8.5.3 n	New					
83		Replace Custom Demand Plan	J.8.5.3 p	New					
84	Manage Human Resources	Employee Central - Deliver BRTM Scope through Standard SAP Cloud Solution Functionality	J.9.3.2 l	Extend					
85		NL Release 2: Employee Central Payroll including Time Tracking	J.9.3.1 c	New					
86		NL Release 3: Employee Central Payroll including Time Tracking	J.9.3.1 c	New					
87		NL Release 2: SuccessFactors Recruitment	J.9.3.1 d	New					
88		NL Release 2: SuccessFactors SmartRecruiters	J.9.3.1 d	New					
89		NL Release 2: SuccessFactors Onboarding	J.9.3.1 e	New					
90		Release 2: SAP Learning Hub	J.9.3.1 f J.9.3.2 b	Extend / New					
91		NL WalkMe Digital Adoption Platform	J.9.3.1 f J.9.3.2 b	New					
92		NL WalkMe Premium for Ariba	J.9.3.1 f J.9.3.2 b	New					
93		NL WalkMe for SAP SuccessFactors HCM	J.9.3.1 f J.9.3.2 b	New					
94		NL WalkMe Premium for BTP solutions	J.9.3.1 f J.9.3.2 b	New					
95		NL WalkMe Premium for Finance	J.9.3.1 f J.9.3.2 b	New					

					Implementation				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
96		NL WalkMe Premium for S/4HANA Private Cloud	J.9.3.1 f J.9.3.2 b	New					
97		NL WalkMe Premium for SAP CX solutions	J.9.3.1 f J.9.3.2 b	New					
98		NL SuccessFactors Performance & Goals	J.9.3.2 a	New					
99		NL SuccessFactors Career and Talent Development	J.9.3.2 c	New					
100		NL SuccessFactors Compensation	J.9.3.2 d	New					
101		Employee Relations through EC Extension	J.9.3.2 f	Extend					
102		Employee Assistance and Wellness through EC Extension	J.9.3.2 f	Extend					
103		Bursary Management through EC Extension	J.9.3.2 f	Extend					
104		Workplace Skills Plan through EC Extension	J.9.3.2 f	Extend					
105		NL: Travel Management SAP S/4HANA	J.9.3.2 h	New					
106		NL: SAP Concur	J.9.3.2 h	New					
107		NL Release 2: SAP S/4HANA Environment Health & Safety	J.9.3.2 g	New					
108	Service Management	NL Release 2: Service Cloud	J.10.4.1 b	New					
109		CCT Employee Self Service (HR Service Desk)	J.10.4.1 c	New					

					Implementation				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
110		Campaigns	J.10.4.1 d	New					
111		Citizen Interface (CI) as engagement with CCT Citizen Interface Department	J.10.4.1 e	New					
112	Records Lifecycle Management	NL Release 2: SAP Extended Enterprise Content Management	J.12.3.1 a	New					
113		Migrate PSRM to SAP Extended Enterprise Content Management	J.12.3.2 a	Extend					
114		Set-Up Retention Rules	J.12.3.2 b	Extend					
115	Signavio	NL: Process Insights & Intelligence		New					
116		NL: Process Modeller		New					
117		NL: Process Transformation Manager		New					
118		NL: Process Collaboration Hub		New					
119	Accelerators, Tools and Templates								
	Generic	Integrations (G1)							
120		Integrations (G1) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.11.2.2	Upgrade / Extend					
121		Integrate Service Cloud with Future CCT Channel Management solution	J.10.4.1 c	Upgrade / Extend					
		Reports, Data & Analytics (G3)							

					Implementation				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
122		Reports, Data & Analytics (G3) - SAP reporting and Embedded Analytics AND Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.11.4.3	Extend / New					
123		NL: SAP Business Data Cloud	J.11.4.3 a	Extend / New					
		Web-based Internal and External Portals with Self Service (E-Services) (G4)							
124		Web-based Internal and External Portals with Self Service (E-Services) (G4) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.11.6.2	Extend / New					
125		Release 2: Develop Self-service capability Build WorkZone	J.10.4.1 d	New					
		Workflows (G5)							
126		Workflows (G5) - Deliver BRTM Scope through Standard SAP S/4HANA and Cloud Solution Functionality	J.11.8.2	Extend / New					
		Mobile and Mobile Field Services (O4)							
127		Transition to standard SAP Mobile Solutions NOTE: Summary Costing for Line Items 127.1 to 127.26	J.11.10.3	New	R -	R -	R -		
		Case Management (O5)							
128		Migrate Folders Management Case Solutions to ESM NOTE: Summary Costing for Line Items 128.1 to 128.7	J.11.12.2 a	New	R -	R -	R -		
129		Migrate PSRM Case Solutions to Folders Management NOTE: Summary Costing for Line Items 129.1 to 129.14	J.11.12.2 b	New	R -	R -	R -		

					Implementation				
Item No	CCT Project Dimensions	Implementation Component See CCT Proposed Solution Architecture in Schedule J NL: Indicates new SAP Module (License)	Reference CCT Proposed Solution Architecture Blueprint	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
130		Migrate PSRM Case Solutions to ESM NOTE: Summary Costing for Line Items 130.1 to 130.14	J.11.12.2 b	New	R -	R -	R -		
		Set-up Security & Authorisations (O6)							
131		NL SAP Audit Management	J.11.14.2 a	New					
132		Set-up Roles and Access Control	J.11.14.2 b	Extend / New					
133	Sub-Total Implementation Cost Schedule 1								

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
	Integrations (G1) Migrate Process Orchestration to SAP Integration Suite				Total of costing 31.1 to 31.167 will reflect in Line Item 31				
31.1	SAP Utilities	Bank Integration for payment files (EasyPay)	#001	Extend / New					
31.2	SAP Utilities	Nedbank Connect Directly to Server	#002	Extend / New					
31.3	SAP Utilities	Nedbank Connect Directly to Server	#003	Extend / New					
31.4	SAP Utilities	Technical Master Data Interface	#004	Extend / New					
31.5	SAP Utilities	Nedbank Connect Directly to Server	#005	Extend / New					
31.6	SAP Utilities	Nedbank Connect Directly to Server	#006	Extend / New					
31.7	SAP Utilities	Nedbank Connect Directly to Server	#007	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
31.8	SAP Utilities	Integration with Print Vendor	#008	Extend / New					
31.9	SAP Utilities	Integration with Print Vendor	#009	Extend / New					
31.10	SAP Utilities	Integration with Print Vendor	#010	Extend / New					
31.11	SAP Utilities	Meter Replacement Data	#011	Extend / New					
31.12	SAP Utilities	Debt Management Prepaid Collection	#012	Extend / New					
31.13	SAP Utilities	Debt Management Prepaid Collection	#013	Extend / New					
31.14	SAP Utilities	AMI Metering Master, Transactional and Event Data	#014	Extend / New					
31.15	SAP FI (Banking)	Nedbank Connect Direct (Nedbank integration for receiving bank statements)	#015	Extend / New					
31.16	SAP FI (Treasury)	Nedbank Connect Direct (Nedbank integration for Investment payments)	#016	Extend / New					
31.17	SAP FI (Treasury)	Nedbank Connect Direct (Nedbank integration messages)	#017	Extend / New					
31.18	SAP FI (Treasury)	Bank Integration for third party receipting	#018	Extend / New					
31.19	SAP FI (Treasury)	MyCiti bus AFC transactions	#019	Extend / New					
31.20	SAP (PAPM)	PaPM post back to ECC	#020	Extend / New					
31.21	SAP Utilities	Advanced Metering Infrastructure - pooling	#021	Extend / New					
31.22	SAP Utilities	Facilities Management Energy and Water Data	#022	Extend / New					
31.23	SAP Utilities	Energy GIS Data Integration	#023	Extend / New					
31.24	SAP Utilities	Smart Metering Information	#024	Extend / New					
31.25	SAP Utilities	Rates Clearance - Digital Signature	#025	Extend / New					
31.26	SAP Utilities	Rates Clearance - Vendor Application Submission (Lexis Nexus)	#026	Extend / New					
31.27	SAP Utilities	Rates Clearance - Vendor Application Submission (E4)	#027	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
31.28	SAP Utilities	Meter Calibration Certification	#028	Extend / New					
31.29	SAP Utilities	Meter Calibration Certification Digital Signature	#029	Extend / New					
31.30	SAP Utilities	Property Valuation Extract for Energy	#030	Extend / New					
31.31	SAP Utilities	City Reads Mobile App for Meter Readings	#031	Extend / New					
31.32	SAP Utilities	Device Activities Mobile App	#032	Extend / New					
31.33	SAP Utilities	e-Services(External Portal) integration to view Municipal Account	#033	Extend / New					
31.34	SAP Utilities	External Portal Integration for SSEG Online Applications	#034	Extend / New					
31.35	SAP HCM	EHS Audiogram Test	#035	Extend / New					
31.36	SAP HCM	EHS Lung Function Test	#036	Extend / New					
31.37	SAP HCM	Position Management to e-recruitment	#037	Extend / New					
31.38	SAP HCM	Job Seeker Database to EPWP Org Management	#038	Extend / New					
31.39	SAP HCM	Org Management to e-Recruitment	#039	Extend / New					
31.40	SAP HCM	CRM to Employee Wellness	#040	Extend / New					
31.41	SAP HCM	Insurance Inbound	#041	Extend / New					
31.42	SAP HCM	Insurance Outbound	#042	Extend / New					
31.43	SAP HCM	Group Life Outbound	#043	Extend / New					
31.44	SAP HCM	Pension Contributions Outbound	#044	Extend / New					
31.45	SAP HCM	Consolidated Billing Inbound	#045	Extend / New					
31.46	SAP HCM	Consolidated Billing Outbound	#046	Extend / New					
31.47	SAP HCM	Union Inbound Interface	#047	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
31.48	SAP HCM	Union Outbound Interface	#048	Extend / New					
31.49	SAP HCM	Nedbank Connect Direct (Nedbank integration for Payroll salary payment)	#049	Extend / New					
31.50	SAP HCM	EPWP Project Number Transfer	#050	Extend / New					
31.51	SAP HCM	EPWP Working Hours	#051	Extend / New					
31.52	SAP HCM	Infotype 15 Loans Inbound	#052	Extend / New					
31.53	SAP HCM to FMES	PA HR Data(PFAL) to FMES	#053	Extend / New					
31.54	SAP HCM to Business Apps	HR Data(Program) to CITYPHONE	#054	Extend / New					
31.55	SAP HCM to Print	HR Payslips / IRP5 to Printing Dept	#055	Extend / New					
31.56	SAP HCM to Business Apps	Buildings Data to BUSAPPS	#056	Extend / New					
31.57	SAP HCM to Business Apps	Org Structure to BUSAPPS	#057	Extend / New					
31.58	SAP HCM (Payroll)	Payroll files to F Drive	#058	Extend / New					
31.59	SAP HCM	HR Data CostCentre to BUSAPPS	#059	Extend / New					
31.60	SAP HCM	HR Data(Program) to IDMAN (identity Management)	#060	Extend / New					
31.61	SAP HCM	Busapps Council to SAP Council Meetings	#061	Extend / New					
31.62	SAP HCM	Print Services to SAP ZISCOST	#062	Extend / New					
31.63	SAP HCM	Personnel Administration to eEFM	#063	Extend / New					
31.64	SAP HCM	eEFM to PSRM	#064	Extend / New					
31.65	SAP Real Estate	GIS/SAP Integration	#065	Extend / New					
31.66	SAP Real Estate	GIS/SAP Integration	#066	Extend / New					
31.67	SAP Real Estate	GIS/SAP Integration	#067	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
31.68	SAP Real Estate	GIS/SAP Integration	#068	Extend / New					
31.69	SAP Real Estate	GIS/SAP Integration	#069	Extend / New					
31.70	SAP Real Estate	GIS/SAP Integration	#070	Extend / New					
31.71	SAP Real Estate	GRM/SAP Integration	#071	Extend / New					
31.72	SAP Real Estate	GRM/SAP Integration	#072	Extend / New					
31.73	SAP Real Estate	GRM/SAP Integration	#073	Extend / New					
31.74	SAP Real Estate	GRM/SAP Integration	#074	Extend / New					
31.75	SAP PSRM Case Management	GIS/SAP Integration	#075	Extend / New					
31.76	SAP Real Estate	GIS/SAP Integration	#076	Extend / New					
31.77	SAP Real Estate	GIS/SAP Integration	#077	Extend / New					
31.78	SAP PSRM Case Management	GIS/SAP Integration	#078	Extend / New					
31.79	SAP ECC Case Management	GIS/SAP Integration	#079	Extend / New					
31.80	SAP ECC Case Management	GIS/SAP Integration	#080	Extend / New					
31.81	SAP ECC Case Management	GIS/SAP Integration	#081	Extend / New					
31.82	External Portal/SAP ECC Case Management	GIS/SAP Integration	#082	Extend / New					
31.83	External Portal/SAP ECC Case Management	GIS/SAP Integration	#083	Extend / New					
31.84	SAP ECC Case Management	GIS/SAP Integration	#084	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
31.85	External Portal/SAP PSRM Case Management	GIS/SAP Integration	#085	Extend / New					
31.86	External Portal/SAP ECC Case Management	GIS/SAP Integration	#086	Extend / New					
31.87	Internal Portal/SAP ECC Case Management	GIS/SAP Integration	#087	Extend / New					
31.88	SAP PSRM Case Management	GIS/SAP Integration	#088	Extend / New					
31.89	SAP Real Estate	SAMRAS/SAP Integration	#089	Extend / New					
31.90	SAP Real Estate	SAP Integration - RE-FX/ISU	#090	Extend / New					
31.91	SAP ECC Case Management	SAP Integration - External Portal	#091	Extend / New					
31.92	SAP ECC Case Management	SAP Integration - External Portal	#092	Extend / New					
31.93	SAP Real Estate	SAP Integration - External Portal	#093	Extend / New					
31.94	SAP Real Estate	SAP Integration - External Portal	#094	Extend / New					
31.95	SAP Real Estate	SAP Integration - External Portal	#095	Extend / New					
31.96	SAP Real Estate	SAP Integration - External Portal	#096	Extend / New					
31.97	SAP PSRM Case Management	SAP Integration - External Portal	#097	Extend / New					
31.98	SAP ECC Case Management	SAP Integration - External Portal	#098	Extend / New					
31.99	SAP ECC Case Management	SAP Integration - Internal Portal	#099	Extend / New					
31.100	SAP ECC Case Management	Mobile - DAMS Inspections	#100	Extend / New					
31.101	SAP ECC Case Management	Mobile - Environmental Health Inspections	#101	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
31.10 2	SAP Real Estate	Mobile - Informal Trading Bay Inspections	#102	Extend / New					
31.10 3	SAP Real Estate	Mobile - Facility Inspections	#103	Extend / New					
31.10 4	SAP Real Estate	City Website/SAP Integration	#104	Extend / New					
31.10 5	SAP ECC Case Management	DAMS Stamping	#105	Extend / New					
31.10 6	SAP Real Estate	Deeds Rates Clearance Case Update	#106	Extend / New					
31.10 7	SAP Utilities	Integration with ebilling of IS-U invoices	#107	Extend / New					
31.10 8	SAP MM (Materials Management)	BP Vendor Attachements	#108	Extend / New					
31.10 9	SAP MM (Materials Management)	Vendor Master Attachements	#109	Extend / New					
31.11 0	SAP MM (Materials Management)	MM Agreement Attachments	#110	Extend / New					
31.11 1	SAP MM (Materials Management)	MM Goods Receipt (MIGO and SES) Attachment	#111	Extend / New					
31.11 2	SAP MM (Materials Management)	CRMS Attachments (Multiple processes)	#112	Extend / New					
31.11 3	SAP MM (Materials Management)	CRMS Traininbg Material Attachments	#113	Extend / New					
31.11 4	SAP MM (Materials Management) AP	Statement Upload on eServices	#114	Extend / New					
31.11 5	SAP MM (Materials Management) AP	AP Vendor Statement Attachements (/SSR add-on purchased from JHN Business Solutions)	#115	Extend / New					
31.11 6	SAP MM (Materials Management)	MM MRP ROP Calculator	#116	Extend / New					
31.11 7	SAP MM (Materials Management)	MM Material Images	#117	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
31.118	SAP MM (Materials Management) AP	PO Tracking on eServices	#118	Extend / New					
31.119	SAP MM (Materials Management) AP	Vendor Invoice Tracker on eServices	#119	Extend / New					
31.120	SAP MM (Materials Management) AP	Park Incoming Invoice	#120	Extend / New					
31.121	SAP MM (Materials Management)	RFQ Attachjments	#121	Extend / New					
31.122	SAP MM (Materials Management)	RFQ eProcurement	#122	Extend / New					
31.123	SAP MM (Materials Management)	Quotation eProcurement	#123	Extend / New					
31.124	SAP MM (Materials Management)	RFQ www Advert	#124	Extend / New					
31.125	SAP MM (Materials Management) AP	Nedbank Connect Direct (AP payments)	#125	Extend / New					
31.126	SAP MM (Materials Management) AP	Nedbank Connect Direct (AP Payment Reply File)	#126	Extend / New					
31.127	SAP PPM	GIS Spatial Planning	#127	Extend / New					
31.128	SAP PPM	PPM Attachments (Multiple processes)	#128	Extend / New					
31.129	SAP PPM	PPM SharePoint Attachment	#129	Extend / New					
31.130	SAP Plant Maintenance	Energy ESRI MasterData Governance	#130	Extend / New					
31.131	SAP Plant Maintenance	Fuel Interface	#131	Extend / New					
31.132	SAP Plant Maintenance	Outage Management System	#132	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
31.13 3	SAP Utilities	CRM IS-U Transaction Updates (Master Data and Service Management)	#133	Extend / New					
31.13 4	SAP Financial Accounting	Mobile - Asset Verification	#134	Extend / New					
31.13 5	EPIC	HR Employee details in CRM EPIC	#135	Extend / New					
31.13 6	EPIC	Plant Maintenance Notifications	#136	Extend / New					
31.13 7	EPIC	Contraventions	#137	Extend / New					
31.13 8	Contraventions	Mobile - EPIC integration	#138	Extend / New					
31.13 9	Contraventions	EPIC - ECC integration	#139	Extend / New					
31.14 0	Contraventions	GIS integration to pull court boundary data	#140	Extend / New					
31.14 1	Contraventions	Reporting integration with BW4HANA System	#141	Extend / New					
31.14 2	Contraventions	Reporting frontend system	#142	Extend / New					
31.14 3	Contraventions	Integration with EPIC Content server	#143	Extend / New					
31.14 4	Contraventions	Integration with eService portal	#144	Extend / New					
31.14 5	Contraventions	Integration with internal portal system	#145	Extend / New					
31.14 6	Contraventions	PO Integration with IForce (TMT) system	#146	Extend / New					
31.14 7	Contraventions	PO Integration with SAMRAS system	#147	Extend / New					
31.14 8	Contraventions	PO Integration for AARTO notices	#148	Extend / New					
31.14 9	SAP CRM (Customer Service Management - Corporate Call Centre)	E-Service Service Logging Application	#149	Extend / New					
31.15 0	SAP CRM (Customer Service)	GIS (SRE) Integration with SAP CRM geo-map the location	#150	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
	Management-Corporate Call Centre)								
31.15 1	SAP CRM	Microsoft Exchange Mail account integration.	#151	Extend / New					
31.15 2	SAP CRM (Facility Management)	Creation of Facility Management Service Requests via Intranet Portal.	#152	Extend / New					
31.15 3	SAP CRM (Customer Service Management-Corporate Call Centre)	Integration with OMS (Outage Management System).	#153	Extend / New					
31.15 4	SAP CRM (Transport Information Centre)	SAP CRM Golden Arrow Bus Services (GABS)	#154	Extend / New					
31.15 5	SAP CRM	Content Server - SAP CRM sends files, images and videos	#155	Extend / New					
31.15 6	SAP CRM	BW4HANA integration	#156	Extend / New					
31.15 7	SAP CRM	Integration with SMS provider	#157	Extend / New					
31.15 8	SAP CRM	Integration with SAP Plant Maintenance to create notifications.	#158	Extend / New					
31.15 9	SAP CRM	Creation of Payment Requests for MVR	#159	Extend / New					
31.16 0	SAP CRM	Integration with ISU to provide premise, invoice and billing data	#160	Extend / New					
31.16 1	SAP CRM	Access ECC Master Data	#161	Extend / New					
31.16 2	SAP Real Estate and SAP Utilities	SAP BW extracts for GIS	#162	Extend / New					
31.16 3	SAP Utilities	Revenue Collections	#163	Extend / New					
31.16 4	SAP Utilities	Revenue RE Collections	#164	Extend / New					
31.16 5	SAP Utilities	Revenue Collections	#165	Extend / New					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
31.16 6	SAP Utilities	Revenue Collections	#166	Extend / New					
31.16 7	SAP Real Estate and TR Loans	TR and RE Invoices	#133	Extend / New					

	Web-based Internal and External Portals with Self Service (E-Services) (G4) - Remediate current portal solutions				Total of costing 38.1 to 38.58 will reflect in Line Item 38				
38.1	Fleet Management (O1d)	Fleet Vendor Management Portal	#1	External Portal					
38.2	Fleet Management (O1d)	Fleet Management Information System (FMIS)	#2	External Portal					
38.3	Property Value Chain (O2) Real Estate (O3)	Development Application Management Applications (DAMS)	#3	External Portal					
38.4	Property Value Chain (O2) Real Estate (O3)	Development Application Management – Online Complaints (Service Request on CRM)	#4	External Portal					
38.5	Property Value Chain (O2) Real Estate (O3)	Informal Trading Permit Application	#5	External Portal					
38.6	Property Value Chain (O2) Real Estate (O3)	E-Signage Application	#6	External Portal					
38.7	Property Value Chain (O2) Real Estate (O3)	Valuations - Online objections)	#7	External Portal					
38.8	Property Value Chain (O2) Real Estate (O3)	Community Centres, Halls & Resorts Online Bookings	#8	External Portal					
38.9	Property Value Chain (O2) Real Estate (O3)	Facilities Management (FM) Hall Bookings	#9	External Portal					
38.10	Property Value Chain (O2)	Environmental Health	#10	External Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
	Real Estate (O3)								
38.11	Property Value Chain (O2) Real Estate (O3)	Events Permit Application	#11	External Portal					
38.12	Property Value Chain (O2) Real Estate (O3)	Event Support Application	#12	External Portal					
38.13	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control	#13	External Portal					
38.14	Revenue Management (F5) Billing & Invoicing (F6)	Utilities Customer Electronic Service (UCES)	#14	External Portal					
38.15	Revenue Management (F5) Billing & Invoicing (F6)	Debt Management	#15	External Portal					
38.16	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance - Conveyancing	#16	External Portal					
38.17	Repairs and Maintenance (O1b)	Work Order Management Portal (WOM)	#17	External Portal					
38.18	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation & Portal (RCAP)	#18	External Portal					
38.19	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Refunds	#19	External Portal					
38.20	Web - Based (G4)	Motor Vehicle Registration (MVR) Licenses	#20	External Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
38.21	Revenue Management (F5) Billing & Invoicing (F6)	Electronic Identification (EID)	#21	External Portal					
38.22	Revenue Management (F5) Billing & Invoicing (F6)	Advanced Metering Infrastructure (AMI)	#22	External Portal					
38.23	Revenue Management (F5) Billing & Invoicing (F6)	Energy Online Application System	#23	External Portal					
38.24	Revenue Management (F5) Billing & Invoicing (F6)	Municipal Account Payments	#24	External Portal					
38.25	Procurement (F8)	Accounts Payable E-Service	#25	External Portal					
38.26	Payroll (F10)	Third Party Payroll Portal	#26	External Portal					
38.27	Procurement (F8)	RFQ and Quotations	#27	External Portal					
38.28	Web - Based (G4)	Pet Registration	#28	External Portal					
38.29	Web - Based (G4)	Web Service Requests	#29	External Portal					
38.30	Web - Based (G4)	Careers	#30	External Portal					
38.31	Web - Based (G4)	Municipal Accounts	#31	External Portal					
38.32	Web - Based (G4)	Contravention representations	#32	External Portal					
38.33	Web - Based (G4)	eProcurement	#33	External Portal					
38.34	Web - Based (G4)	Central User Registration	#34	External Portal					
38.35	Web - Based (G4)	Service Activation for Individuals	#35	External Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
38.36	Web - Based (G4)	Organisation Registration	#36	External Portal					
38.37	Web - Based (G4)	Supplier Registration:	#37	External Portal					
38.38	Web - Based (G4)	Nominee role activation (My user roles)	#38	External Portal					
38.39	Web - Based (G4)	Password Reset	#39	External Portal					
38.40	Web - Based (G4)	Email Address Change	#40	External Portal					
38.41	Web - Based (G4)	Retrieve Username	#41	External Portal					
38.42	Web - Based (G4)	My Profile	#42	External Portal					
38.43	Web - Based (G4)	Contact Us	#43	External Portal					
38.44	Human Capital Management (HCM)	Employee Self-Service (ESS)	#44	Internal Portal					
38.45	Human Capital Management (HCM)	Manager Self-Service (MSS)	#45	Internal Portal					
38.46	Finance (F1)	Finance	#46	Internal Portal					
38.47	Supply Chain Management (SCM)	Supply Chain	#47	Internal Portal					
38.48	Human Capital Management (HCM)	Human Capital Management (HCM)	#48	Internal Portal					
38.49	Customer Relationship Management (CRM)	Reactive Incident Management Dashboard	#49	Internal Portal					
38.50	Programme and Project Management (F7)	SAP Portfolio and Project Management (PPM)	#50	Internal Portal					
38.51	Customer Relationship Management (CRM)	CRM and Utilities	#51	Internal Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
	Revenue Management (F5) Billing & Invoicing (F6)								
38.52	Reporting, Data and Analytics (G3)	Reporting & Analytics	#52	Internal Portal					
38.53	Web - Based (G4)	Events Support Management System	#53	Internal Portal					
38.54	Web - Based (G4)	Core Business Systems (Backend)	#54	Internal Portal					
38.55	Web - Based (G4)	Identity & Security	#55	Internal Portal					
38.56	Web - Based (G4)	Reporting & Documents	#56	Internal Portal					
38.57	Web - Based (G4)	Application & UI Technologies	#57	Internal Portal					
38.58	Web - Based (G4)	Workflow Integration	#58	Internal Portal					

	NL SAP Build Work Zone for Internal and External Portals				Total of costing 39.1 to 39.58 will reflect in Line Item 39				
39.1	Fleet Management (O1d)	Fleet Vendor Management Portal	#1	External Portal					
39.2	Fleet Management (O1d)	Fleet Management Information System (FMIS)	#2	External Portal					
39.3	Property Value Chain (O2) Real Estate (O3)	Development Application Management Applications (DAMS)	#3	External Portal					
39.4	Property Value Chain (O2) Real Estate (O3)	Development Application Management – Online Complaints (Service Request on CRM)	#4	External Portal					
39.5	Property Value Chain (O2) Real Estate (O3)	Informal Trading Permit Application	#5	External Portal					
39.6	Property Value Chain (O2)	E-Signage Application	#6	External Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
	Real Estate (O3)								
39.7	Property Value Chain (O2) Real Estate (O3)	Valuations - Online objections)	#7	External Portal					
39.8	Property Value Chain (O2) Real Estate (O3)	Community Centres, Halls & Resorts Online Bookings	#8	External Portal					
39.9	Property Value Chain (O2) Real Estate (O3)	Facilities Management (FM) Hall Bookings	#9	External Portal					
39.10	Property Value Chain (O2) Real Estate (O3)	Environmental Health	#10	External Portal					
39.11	Property Value Chain (O2) Real Estate (O3)	Events Permit Application	#11	External Portal					
39.12	Property Value Chain (O2) Real Estate (O3)	Event Support Application	#12	External Portal					
39.13	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control	#13	External Portal					
39.14	Revenue Management (F5) Billing & Invoicing (F6)	Utilities Customer Electronic Service (UCES)	#14	External Portal					
39.15	Revenue Management (F5) Billing & Invoicing (F6)	Debt Management	#15	External Portal					
39.16	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance - Conveyancing	#16	External Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
39.17	Repairs and Maintenance (O1b)	Work Order Management Portal (WOM)	#17	External Portal					
39.18	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation & Portal (RCAP)	#18	External Portal					
39.19	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Refunds	#19	External Portal					
39.20	Web - Based (G4)	Motor Vehicle Registration (MVR) Licenses	#20	External Portal					
39.21	Revenue Management (F5) Billing & Invoicing (F6)	Electronic Identification (EID)	#21	External Portal					
39.22	Revenue Management (F5) Billing & Invoicing (F6)	Advanced Metering Infrastructure (AMI)	#22	External Portal					
39.23	Revenue Management (F5) Billing & Invoicing (F6)	Energy Online Application System	#23	External Portal					
39.24	Revenue Management (F5) Billing & Invoicing (F6)	Municipal Account Payments	#24	External Portal					
39.25	Procurement (F8)	Accounts Payable E-Service	#25	External Portal					
39.26	Payroll (F10)	Third Party Payroll Portal	#26	External Portal					
39.27	Procurement (F8)	RFQ and Quotations	#27	External Portal					
39.28	Web - Based (G4)	Pet Registration	#28	External Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
39.29	Web - Based (G4)	Web Service Requests	#29	External Portal					
39.30	Web - Based (G4)	Careers	#30	External Portal					
39.31	Web - Based (G4)	Municipal Accounts	#31	External Portal					
39.32	Web - Based (G4)	Contravention representations	#32	External Portal					
39.33	Web - Based (G4)	eProcurement	#33	External Portal					
39.34	Web - Based (G4)	Central User Registration	#34	External Portal					
39.35	Web - Based (G4)	Service Activation for Individuals	#35	External Portal					
39.37	Web - Based (G4)	Organisation Registration	#36	External Portal					
39.37	Web - Based (G4)	Supplier Registration:	#37	External Portal					
39.38	Web - Based (G4)	Nominee role activation (My user roles)	#38	External Portal					
39.39	Web - Based (G4)	Password Reset	#39	External Portal					
39.40	Web - Based (G4)	Email Address Change	#40	External Portal					
39.41	Web - Based (G4)	Retrieve Username	#41	External Portal					
39.42	Web - Based (G4)	My Profile	#42	External Portal					
39.43	Web - Based (G4)	Contact Us	#43	External Portal					
39.44	Human Capital Management (HCM)	Employee Self-Service (ESS)	#44	Internal Portal					
39.45	Human Capital Management (HCM)	Manager Self-Service (MSS)	#45	Internal Portal					
39.46	Finance (F1)	Finance	#46	Internal Portal					
39.47	Supply Chain Management (SCM)	Supply Chain	#47	Internal Portal					

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
39.48	Human Capital Management (HCM)	Human Capital Management (HCM)	#48	Internal Portal					
39.49	Customer Relationship Management (CRM)	Reactive Incident Management Dashboard	#49	Internal Portal					
39.50	Programme and Project Management (F7)	SAP Portfolio and Project Management (PPM)	#50	Internal Portal					
39.51	Customer Relationship Management (CRM) Revenue Management (F5) Billing & Invoicing (F6)	CRM and Utilities	#51	Internal Portal					
39.52	Reporting, Data and Analytics (G3)	Reporting & Analytics	#52	Internal Portal					
39.53	Web - Based (G4)	Events Support Management System	#53	Internal Portal					
39.54	Web - Based (G4)	Core Business Systems (Backend)	#54	Internal Portal					
39.55	Web - Based (G4)	Identity & Security	#55	Internal Portal					
39.56	Web - Based (G4)	Reporting & Documents	#56	Internal Portal					
39.57	Web - Based (G4)	Application & UI Technologies	#57	Internal Portal					
39.58	Web - Based (G4)	Workflow Integration	#58	Internal Portal					

	Migrate current Mobile Solutions				Total of costing 44.1 to 44.26 will reflect in Line Item 44				
44.1	Finance (F1)	Asset Verification	#1						
44.2	Mobile and Mobile Field Services (O4)	Barcode Printing (HEAP)	#2						

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
44.3	Revenue Management (F5)	City Reads	#3						
44.4	Property Value Chain (O2)	Development Application Management System (DAMS)	#4						
44.5	Property Value Chain (O2)	Device Activities for Water (Meter Services)	#5						
44.6	Revenue Management (F5)	Corrective Maintenance for Energy	#6						
44.7	Revenue Management (F5)	First Line Response for Energy	#7						
44.8	Billing and Invoicing (F6)	Inspections for Energy	#8						
44.9	Repairs and Maintenance (O1b)	Preventative Maintenance for Energy	#9						
44.10	Real Estate (O3)	Environmental Health Modernisation	#10						
44.11	EPIC Contraventions (O9)	EPIC 2 Contraventions	#11						
44.12	Real Estate (O3)	Facility Booking (Real Estate)	#12						
44.13	Fleet Management (O1d)	Fleet Management Information System (FMIS)	#13						
44.14	Human Capital Management (HCM)	HR Everywhere Online (Time & Pay) (HERO)	#14						
44.15	Real Estate (O3)	Informal Trading Permit System ITPS	#15						
44.16	Repairs and Maintenance (O1b)	Outage Management System (OMS) for Energy	#16						
44.17		Public Housing Mobile Application	#17						
44.18	Revenue Management (F5)	Revenue Protection (Electricity)	#18						
44.19	Repairs and Maintenance (O1b)	RIMA (Reactive Incident Management)	#19						

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
44.20	Repairs and Maintenance (O1b)	Reactive Incident Management Application 2.0 (RIMA2)	#20						
44.21	Repairs and Maintenance (O1b)	RIMA 2.1 Upgrade	#21						
44.22	Property Value Chain (O2)	Reactive Incident Management Application 3.0 (RIMA3)	#22						
44.23	Repairs and Maintenance (O1b)	Transport Asset Management System (TAMS)	#23						
44.24	Repairs and Maintenance (O1b)	Water Pollution Control (WPCMS)	#24						
44.25	Repairs and Maintenance (O1b)	Water Engineering Maintenance Application (WEMA)	#25						
44.26	Repairs and Maintenance (O1b)	Water Engineering Supervisor Application (WEZA)	#26						

	Transition to standard SAP Mobile Solutions				Total of costing 127.1 to 127.26 will reflect in Line Item 127				
127.1	Finance (F1)	Asset Verification	#1						
127.2	Mobile and Mobile Field Services (O4)	Barcode Printing (HEAP)	#2						
127.3	Revenue Management (F5)	City Reads	#3						
127.4	Property Value Chain (O2)	Development Application Management System (DAMS)	#4						
127.5	Property Value Chain (O2)	Device Activities for Water (Meter Services)	#5						
127.6	Revenue Management (F5)	Corrective Maintenance for Energy	#6						
127.7	Revenue Management (F5)	First Line Response for Energy	#7						
127.8	Billing and Invoicing (F6)	Inspections for Energy	#8						

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
127.9	Repairs and Maintenance (O1b)	Preventative Maintenance for Energy	#9						
127.10	Real Estate (O3)	Environmental Health Modernisation	#10						
127.11	EPIC Contraventions (O9)	EPIC 2 Contraventions	#11						
127.12	Real Estate (O3)	Facility Booking (Real Estate)	#12						
127.13	Fleet Management (O1d)	Fleet Management Information System (FMIS)	#13						
127.14	Human Capital Management (HCM)	HR Everywhere Online (Time & Pay) (HERO)	#14						
127.15	Real Estate (O3)	Informal Trading Permit System ITPS	#15						
127.16	Repairs and Maintenance (O1b)	Outage Management System (OMS) for Energy	#16						
127.17		Public Housing Mobile Application	#17						
127.18	Revenue Management (F5)	Revenue Protection (Electricity)	#18						
127.19	Repairs and Maintenance (O1b)	RIMA (Reactive Incident Management)	#19						
127.20	Repairs and Maintenance (O1b)	Reactive Incident Management Application 2.0 (RIMA2)	#20						
127.21	Repairs and Maintenance (O1b)	RIMA 2.1 Upgrade	#21						
127.22	Property Value Chain (O2)	Reactive Incident Management Application 3.0 (RIMA3)	#22						
127.23	Repairs and Maintenance (O1b)	Transport Asset Management System (TAMS)	#23						
127.24	Repairs and Maintenance (O1b)	Water Pollution Control (WPCMS)	#24						

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
127.2 5	Repairs and Maintenance (O1b)	Water Engineering Maintenance Application (WEMA)	#25						
127.2 6	Repairs and Maintenance (O1b)	Water Engineering Supervisor Application (WEZA)	#26						

	Migrate ECC Case Solutions				Total of costing 45.1 to 45.7 will reflect in Linte Item 45				
46.1	Property Value Chain (O2) Real Estate (O3)	Development Application Management System (DAMS II)							
46.2	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS II)							
46.3	Property Value Chain (O2) Real Estate (O3)	Early Childhood Development (ECD) Application							
46.4	Property Value Chain (O2) Real Estate (O3)	Environmental Health (EH) Air, Food Quality Management							
46.5	Property Value Chain (O2) Real Estate (O3)	Event Support and Management System (ESMS)							
46.6	Property Value Chain (O2) Real Estate (O3)	Housing Estate Automation (HEAP)							
46.7	Property Value Chain (O2) Real Estate (O3)	Emergency Policing Incident Control (EPIC) Contraventions							

	Retain and remediate PSRM Case Solutions				Total of costing 46.1 to 46.14 will reflect in Linte Item 46				
46.1	Property Value Chain (O2) Real Estate (O3)	Informal Trading Plans (ITPS) Applications							

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
46.2	Property Value Chain (O2) Real Estate (O3)	E-Agenda							
46.3	Property Value Chain (O2) Real Estate (O3)	E-Signage							
46.4	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS)							
46.5	Property Value Chain (O2) Real Estate (O3)	Event Permit Management System (EPMS)							
46.6	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control (WPC)							
46.7	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation Process (RCAP)							
46.8	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Refunds							
46.9	Revenue Management (F5) Billing & Invoicing (F6)	Debt Collections							
46.10	Payroll (F10)	HR Employee Folder Management (EFM)							
46.11	Revenue Management (F5) Billing & Invoicing (F6)	Integrated Spatial Information System (ISIS)							
46.12		Legal Services Case Management (LSCM)							

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
46.13	Revenue Management (F5) Billing & Invoicing (F6)	PN00650 Revenue Debt Collection via Prepaid Meter Phase 3 (Housing)							
46.14	Payroll (F10)	Legacy System Migration Workbench (LSMW)							

	Migrate Folders Management Case Solutions to ESM				Total of costing 128.1 to 128.7 will reflect in Linte Item 128				
128.1	Property Value Chain (O2) Real Estate (O3)	Development Application Management System (DAMS II)							
128.2	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS II)							
128.3	Property Value Chain (O2) Real Estate (O3)	Early Childhood Development (ECD) Application							
128.4	Property Value Chain (O2) Real Estate (O3)	Environmental Health (EH) Air, Food Quality Management							
128.5	Property Value Chain (O2) Real Estate (O3)	Event Support and Management System (ESMS)							
128.6	Property Value Chain (O2) Real Estate (O3)	Housing Estate Automation (HEAP)							
128.7	Property Value Chain (O2) Real Estate (O3)	Emergency Policing Incident Control (EPIC) Contraventions							

	Migrate PSRM Case Solutions to Folders Management				Total of costing 129.1 to 129.14 will reflect in Linte Item 129				
129.1	Property Value Chain (O2) Real Estate (O3)	Informal Trading Plans (ITPS) Applications							

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
129.2	Property Value Chain (O2) Real Estate (O3)	E-Agenda							
129.3	Property Value Chain (O2) Real Estate (O3)	E-Signage							
129.4	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS)							
129.5	Property Value Chain (O2) Real Estate (O3)	Event Permit Management System (EPMS)							
129.6	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control (WPC)							
129.7	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation Process (RCAP)							
129.8	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Refunds							
129.9	Revenue Management (F5) Billing & Invoicing (F6)	Debt Collections							
129.10	Payroll (F10)	HR Employee Folder Management (EFM)							
129.11	Revenue Management (F5) Billing & Invoicing (F6)	Integrated Spatial Information System (ISIS)							
129.12		Legal Services Case Management (LSCM)							

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
129.1 3	Revenue Management (F5) Billing & Invoicing (F6)	PN00650 Revenue Debt Collection via Prepaid Meter Phase 3 (Housing)							
129.1 4	Payroll (F10)	Legacy System Migration Workbench (LSMW)							

	Migrate PSRM Case Solutions to ESM				Total of costing 130.1 to 130.14 will reflect in Linte Item 130				
130.1	Property Value Chain (O2) Real Estate (O3)	Informal Trading Plans (ITPS) Applications							
130.2	Property Value Chain (O2) Real Estate (O3)	E-Agenda							
130.3	Property Value Chain (O2) Real Estate (O3)	E-Signage							
130.4	Property Value Chain (O2) Real Estate (O3)	Property Transaction Management System (PTMS)							
130.5	Property Value Chain (O2) Real Estate (O3)	Event Permit Management System (EPMS)							
130.6	Property Value Chain (O2) Real Estate (O3)	Water Pollution Control (WPC)							
130.7	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Automation Process (RCAP)							
130.8	Revenue Management (F5) Billing & Invoicing (F6)	Revenue Clearance Refunds							

Item No	Functional Area	Description of Integration	BRTM Reference Number	Action	GO-Live Excl. VAT	Post Go-Live Stabilisation & Acceptance Excl. VAT	Project Management Excl. VAT	Change Management Excl. VAT	Total Implementation Component Excl. VAT
130.9	Revenue Management (F5) Billing & Invoicing (F6)	Debt Collections							
130.10	Payroll (F10)	HR Employee Folder Management (EFM)							
130.11	Revenue Management (F5) Billing & Invoicing (F6)	Integrated Spatial Information System (ISIS)							
130.12		Legal Services Case Management (LSCM)							
130.13	Revenue Management (F5) Billing & Invoicing (F6)	PN00650 Revenue Debt Collection via Prepaid Meter Phase 3 (Housing)							
130.14	Payroll (F10)	Legacy System Migration Workbench (LSMW)							

Table C.4.2: Price Schedule 2: Implementation - Data Migration and Data Cleansing

Item No	Cost Elements	Data Migration Implementation Cost Excl. VAT	Data Cleansing Implementation Cost Excl. VAT
1	Analyse Discover Phase		
2	Prepare Phase		
3	Extract & Profile Phase		
4	Transition & Cleanse Phase		
5	Validate & Test Phase		
6	Load Phase including Mock Cycles		
7	Implement, Reconcile and GO-Live		
8	Project Management		
9	Change Management		
10	Post Go-Live Stabilisation & Acceptance		
11	Sub-Total Implementation Cost Schedule 2		

Table C.4.3: Price Schedule 3: Implementation - Emergency, Policing and Incident Control (EPIC) Contraventions

Item No	EPIC Contraventions Implementation Costs	Cost Migration Case Solution Excl. VAT	Cost Migration Mobile Solution Excl. VAT	Indicative Cost to Phase Allocation
1	Initiate and Plan			15% to 20%
2	System Investigation and Analysis			
3	Design			
4	Configuration			40% to 70%
5	Customisation / Development			
6	Integration			
7	Testing			
8	Final Acceptance Testing (User Acceptance Testing)			
9	Go-Live			15% to 30%

Item No	EPIC Contraventions Implementation Costs	Cost Migration Case Solution Excl. VAT	Cost Migration Mobile Solution Excl. VAT	Indicative Cost to Phase Allocation
10	Post Go-Live Stabilisation & Acceptance			
11	Project Management			
12	Change Management			
13	Sub-Total Implementation Cost Schedule 3			

Table C.4.4: Price Schedule 4: Training Services

Item No	Training Service Category	Release 1 Excl. VAT	Release 2 Excl. VAT	Release 3 Excl. VAT	Release 4 Excl. VAT
1	Training Needs Assessment				
2	Training Approach				
3	Training Curriculum				
4	Training Roadmap				
5	Training Schedule				
6	Training Evaluation				
7	Sub-Total Implementation Cost Schedule 4				

Table C.4.5: Price Schedule 5: Total Implementation Cost

				Breakdown of Total Cost across Project Years			
No.	Price Schedules		Total Cost Excl. VAT	Cost - Year 1 Excl. VAT	Cost - Year 2 Excl. VAT	Cost - Year 3 Excl. VAT	
1	Price Schedule 1	Initiate and Plan					
2		System Investigation and Analysis					
3		Design					
4		Configuration					
5		Customisation / Development					
6		Integration					
7		Testing					
8		Final Acceptance Testing (User Acceptance Testing)					
9		Go-Live					
10		Post Go-Live Stabilisation & Acceptance					
11		Project Management					
12		Change Management					
13		Sub-Total Price Schedule 1					
14	Price Schedule 2	Data Migration					
15		Data Cleansing					
16		Sub-Total Price Schedule 2					

17	Price Schedule 3	EPIC Contraventions Case Solution				
18		EPIC Contraventions Mobile Solution				
19		Sub-Total Price Schedule 3				
20	Price Schedule 4	Training Services				
21	Total Implementation Cost					
1	Procurement of Additional add-on Implementation Services provision Schedule 5		R	3,000,000.00	R	1,000,000.00
					R	1,000,000.00
					R	1,000,000.00

NOTE: Price Schedule Tables C.4.6 to C.4.9 are Rates Based and do not form part of the Total Cost presented on this Price Schedule.

Table C.4.6a: Price Schedule 6: Training Sessions

Item No	CCT Project Dimensions	Module for Training	Training Cost A - Train the Trainer / Super User / SME (In Person Training max 10 Attendees Council Facilities)			Training Cost B - System Administrator (In Person Training max 10 Attendees Council Facilities)		
			Number of training Sessions A	Rate per Training Session A Excl. VAT	Sub-total Cost Training Sessions A Excl. VAT	Number of training Sessions B	Rate per Training Session B	Cost per Training Session B Excl. VAT
1	Technical Upgrade	Technical Upgrade	30			10		
Training of new functionality								
1	Financial Management	Finance (F1)	4			2		
2		Budgeting (F3)	3			2		
3		Treasury (F4)	2			2		
4		Funds Management	2			2		
5		Asset Accounting	2			2		
6		Profitability and Performance Management (PaPM)	2			2		
7		Business Planning and Consolidation (BPC)	2			2		
8		SAP Analytics Cloud (SAC) for Planning	3			2		
9	Asset Lifecycle Management	Asset Lifecycle Management (O1a)	6			2		
10		Repairs and Maintenance (O1b)	2			2		
11		Fleet Management (O1d)	2			2		
12		Field Service Management	2			2		

			Training Cost A - Train the Trainer / Super User / SME (In Person Training max 10 Attendees Council Facilities)			Training Cost B - System Administrator (In Person Training max 10 Attendees Council Facilities)		
13		Spatial Asset Management including GEF	2			2		
14		Crowd Services	2			2		
15		Asset Performance Management	2			2		
16		SAP Service and Asset Manager (SSAM)	2			2		
17	Real Estate Management	Property Value Chain (O3) and Real Estate Management (O2)	2			2		
18		Treasury Loans	6			2		
19		Real Estate Case Management	6			2		
20	Utilities Management	Revenue Management (F5) and Billing & Invoicing (F6)	2			2		
21		Pre-Paid Vending Token Generation	2			2		
22	Programme and Project Management	Enterprise Portfolio and Project Management	5			2		
23		Web Dynpro Replaement	5			2		
24	Service Management	Service Cloud	2			2		
25		Self Service Management (Accelerator for Utilities)	2			2		
26		Enterprise Service Management	2			2		
27	Spend and Supply Chain Management	Strategic Procurement	2			2		
28		Procurement (F8)	2			2		
29		Inventory Management (O1c)	2			2		
30		Contract Lifecycle Management (Custom CRMS) (F9)	2			2		

			Training Cost A - Train the Trainer / Super User / SME (In Person Training max 10 Attendees Council Facilities)			Training Cost B - System Administrator (In Person Training max 10 Attendees Council Facilities)		
31		Invoice Verification and Accounts Payable	2			2		
32		Supply Chain & Logistics	2			2		
33		SAP Ariba Supplier Risk	2			2		
34		SAP Ariba Spend Control Tower	2			2		
35		SAP Business Network Commerce Automation	2			2		
36		SAP Ariba Buying for SAP S/4HANA	2			2		
37		SAP Ariba Catalog	2			2		
38	Manage Human Resources	Payroll Processing	2			2		
39		Employee Central	8			2		
40		Time Tracking	8			2		
41		Employee Health & Safety	4			2		
42		Recruiting	3			2		
43		Onboarding	3			2		
44		Compensation Management	2			2		
45		Performance & Goals	3			2		
46		Career and Talent Development	3			2		
47		Learning	2			2		
48		Travel Management	2			2		

			Training Cost A - Train the Trainer / Super User / SME (In Person Training max 10 Attendees Council Facilities)			Training Cost B - System Administrator (In Person Training max 10 Attendees Council Facilities)		
49		WalkMe	2			2		
50		Employee Self Services (ESS)	8			2		
51		Manager Self Services (MSS)	8			2		
52	Generic	SAP Integration Suite (G1)	2			2		
53		Business Technology Platform (BTP)	2			2		
54		Cloud for Access Control	2			2		
55		SAP Analytics Cloud	4			2		
56		SAP Business Data Cloud	2			2		
57		Customer Managed Data Products	2			2		
58		Cloud ERP Intelligence Private	2			2		
59		Security & Authirisations inbcluding GRC	2			2		
60	Information Life Cycle Management	NL: Records Management (O7)	2			2		
61		NL: Arching (O8)	1			1		
62	Signavio	NL: Process Insights & Intelligence	2			2		
63		NL: Process Modeller	2			2		
64		NL: Process Transformation Manager	2			2		
65		NL: Process Collaboration Hub	2			2		
66	EPIC Contraventions (O9)		2			2		

		Training Cost A - Train the Trainer / Super User / SME (In Person Training max 10 Attendees Council Facilities)			Training Cost B - System Administrator (In Person Training max 10 Attendees Council Facilities)		
67	Total Training Sessions Cost	215			141		

Table C.4.6b: Price Schedule 6: Training Sessions continued

Item No	CCT Project Dimensions	Module for Training	Training Cost C - Field Staff / Depots (Online)			Training Cost D - Online Classroom (Online max 30 Attendees)		
			Number of training Sessions C	Rate per Training Session C Excl. VAT	Sub-total Cost Training Sessions C Excl. VAT	Number of training Sessions D	Rate per Training Session D	Cost per Training Session D Excl. VAT
1	Technical Upgrade	Technical Upgrade	8			50		
Training of new functionality								
1	Financial Management	Finance (F1)	0			10		
2		Budgeting (F3)	0			10		
3		Treasury (F4)	0			2		
4		Funds Management	0			2		
5		Asset Accounting	0			2		
6		Profitability and Performance Management (PaPM)	0			2		
7		Business Planning and Consolidation (BPC)	0			2		
8		SAP Analytics Cloud (SAC) for Planning	0			4		
9	Asset Lifecycle Management	Asset Lifecycle Management (O1a)	6			6		
10		Repairs and Maintenance (O1b)	10			10		
11		Fleet Management (O1d)	5			4		
12		Field Service Management	8			8		

			Training Cost C - Field Staff / Depots (Online)			Training Cost D - Online Classroom (Online max 30 Attendees)		
13		Spatial Asset Management including GEF	10			10		
14		Crowd Services	6			6		
15		Asset Performance Management	6			6		
16		SAP Service and Asset Manager (SSAM)	10			10		
17	Real Estate Management	Property Value Chain (O3) and Real Estate Management (O2)	2			8		
18		Treasury Loans	0			8		
19		Real Estate Case Management	0			10		
20	Utilities Management	Revenue Management (F5) and Billing & Invoicing (F6)	0			15		
21		Pre-Paid Vending Token Generation	5			20		
22	Programme and Project Management	Enterprise Portfolio and Project Management	0			5		
23		Web Dynpro Replaement	0			5		
24	Service Management	Service Cloud	0			10		
25		Self Service Management (Accelerator for Utilities)	0			10		
26		Enterprise Service Management	0			6		
27	Spend and Supply Chain Management	Strategic Procurement	0			3		
28		Procurement (F8)	0			3		
29		Inventory Management (O1c)	0			3		
30		Contract Lifecycle Management (Custom CRMS) (F9)	0			3		

			Training Cost C - Field Staff / Depots (Online)			Training Cost D - Online Classroom (Online max 30 Attendees)		
31		Invoice Verification and Accounts Payable	5			10		
32		Supply Chain & Logistics	0			5		
33		SAP Ariba Supplier Risk	0			5		
34		SAP Ariba Spend Control Tower	0			5		
35		SAP Business Network Commerce Automation	0			2		
36		SAP Ariba Buying for SAP S/4HANA	0			10		
37		SAP Ariba Catalog	0			2		
38	Manage Human Resources	Payroll Processing	0			2		
39		Employee Central	0			20		
40		Time Tracking	0			20		
41		Employee Health & Safety	0			5		
42		Recruiting	0			20		
43		Onboarding	0			20		
44		Compensation Management	0			20		
45		Performance & Goals	0			20		
46		Career and Talent Development	0			20		
47		Learning	0			20		
48		Travel Management	0			2		

			Training Cost C - Field Staff / Depots (Online)			Training Cost D - Online Classroom (Online max 30 Attendees)		
49		WalkMe	0			2		
50		Employee Self Services (ESS)	0			20		
51		Manager Self Services (MSS)	0			20		
52	Generic	SAP Integration Suite (G1)	0			2		
53		Business Technology Platform (BTP)	0			2		
54		Cloud for Access Control	0			2		
55		SAP Analytics Cloud	0			6		
56		SAP Business Data Cloud	0			2		
57		Customer Managed Data Products	0			2		
58		Cloud ERP Intelligence Private	0			2		
59		Security & Authirisations inbcluding GRC	0			0		
60	Information Life Cycle Management	NL: Records Management (O7)	0			15		
61		NL: Archiving (O8)	0			5		
62	Signavio	NL: Process Insights & Intelligence	0			0		
63		NL: Process Modeller	0			0		
64		NL: Process Transformation Manager	0			0		
65		NL: Process Collaboration Hub	0			0		
66	EPIC Contraventions (O9)		0			0		

		Training Cost C - Field Staff / Depots (Online)			Training Cost D - Online Classroom (Online max 30 Attendees)		
67	Total Training Sessions Cost	81			541		

Table C.4.6c: Price Schedule 6: Training Sessions continued

Item No	CCT Project Dimensions	Module for Training	Total Anticipated Number of Training Sessions	Total Cost of Training Sessions
1	Technical Upgrade	Technical Upgrade	98	
Training of new functionality				
1	Financial Management	Finance (F1)	16	
2		Budgeting (F3)	15	
3		Treasury (F4)	6	
4		Funds Management	6	
5		Asset Accounting	6	
6		Profitability and Performance Management (PaPM)	6	
7		Business Planning and Consolidation (BPC)	6	
8		SAP Analytics Cloud (SAC) for Planning	9	
9	Asset Lifecycle Management	Asset Lifecycle Management (O1a)	20	
10		Repairs and Maintenance (O1b)	24	
11		Fleet Management (O1d)	13	
12		Field Service Management	20	
13		Spatial Asset Management including GEF	24	
14		Crowd Services	16	

15		Asset Performance Management	16	
16		SAP Service and Asset Manager (SSAM)	24	
17	Real Estate Management	Property Value Chain (O3) and Real Estate Management (O2)	14	
18		Treasury Loans	16	
19		Real Estate Case Management	18	
20	Utilities Management	Revenue Management (F5) and Billing & Invoicing (F6)	19	
21		Pre-Paid Vending Token Generation	29	
22	Programme and Project Management	Enterprise Portfolio and Project Management	12	
23		Web Dynpro Replaement	12	
24	Service Management	Service Cloud	14	
25		Self Service Management (Accelerator for Utilities)	14	
26		Enterprise Service Management	10	
27	Spend and Supply Chain Management	Strategic Procurement	7	
28		Procurement (F8)	7	
29		Inventory Management (O1c)	7	
30		Contract Lifecycle Management (Custom CRMS) (F9)	7	
31		Invoice Verification and Accounts Payable	19	
32		Supply Chain & Logistics	9	
33		SAP Ariba Supplier Risk	9	
34		SAP Ariba Spend Control Tower	9	

35		SAP Business Network Commerce Automation	6	
36		SAP Ariba Buying for SAP S/4HANA	14	
37		SAP Ariba Catalog	6	
38	Manage Human Resources	Payroll Processing	6	
39		Employee Central	30	
40		Time Tracking	30	
41		Employee Health & Safety	11	
42		Recruiting	25	
43		Onboarding	25	
44		Compensation Management	24	
45		Performance & Goals	25	
46		Career and Talent Development	24	
47		Learning	24	
48		Travel Management	6	
49		WalkMe	6	
50		Employee Self Services (ESS)	30	
51		Manager Self Services (MSS)	30	
52	Generic	SAP Integration Suite (G1)	6	
53		Business Technology Platform (BTP)	6	
54		Cloud for Access Control	6	

55		SAP Analytics Cloud	12	
56		SAP Business Data Cloud	6	
57		Customer Managed Data Products	6	
58		Cloud ERP Intelligence Private	6	
59		Security & Authirisations inbcluding GRC	4	
60	Information Life Cycle Management	NL: Records Management (O7)	17	
61		NL: Arching (O8)	7	
62	Signavio	NL: Process Insights & Intelligence	4	
63		NL: Process Modeller	4	
64		NL: Process Transformation Manager	4	
65		NL: Process Collaboration Hub	4	
66	EPIC Contraventions (O9)		4	
67	Total Training Sessions Cost		975	

Table C.4.7: Price Schedule 7: Training Material Development

	Type of Training Material	Year 1			Year 2			Year 3		
		Rate Based Low Complexity Excl. VAT	Rate Based Medium Complexity Excl. VAT	Rate Based High Complexity Excl. VAT	Rate Based Low Complexity Excl. VAT	Rate Based Medium Complexity Excl. VAT	Rate Based High Complexity Excl. VAT	Rate Based Low Complexity Excl. VAT	Rate Based Medium Complexity Excl. VAT	Rate Based High Complexity Excl. VAT
1	Train the Trainer / Super User / SME Training Material									
2	System Administrator Training Material									
3	Field Staff Training Material									
4	Online Training Material									
5	External Training Material									

Table C.4.8: Price Schedule 8: Professional Services

Item No	Resource Category	Resource Role	Year 1			Year 2			Year 3		
			Rate Based per Hour Excl. VAT	Rate Based per Day Excl. VAT	Rate Based per Month Excl. VAT	Rate Based per Hour Excl. VAT	Rate Based per Day Excl. VAT	Rate Based per Month Excl. VAT	Rate Based per Hour Excl. VAT	Rate Based per Day Excl. VAT	Rate Based per Month Excl. VAT
1	Project Management	Programme Manager									
2		Principal Project Manager									
3		Project Administrator									
4	Technical	Lead Architect									
5		Senior Solution Architect									
6		Solution Architect									
7		Data Architect									
8		Data Migration Consultant									
9		Technical Lead									
10		Technical Specialist									
11		Principal Developer									
12		Developer									
13		Senior Business Analyst									
14		Business Analyst									
15	Basis	Basis Lead									
16		Basis Architect / Specialist									
17		Basis Senior Consultant									
18		Basis Cloud / HANA Specialist									
19	Functional	Functional Lead (Overall)									

Item No	Resource Category	Resource Role	Year 1			Year 2			Year 3		
			Rate Based per Hour Excl. VAT	Rate Based per Day Excl. VAT	Rate Based per Month Excl. VAT	Rate Based per Hour Excl. VAT	Rate Based per Day Excl. VAT	Rate Based per Month Excl. VAT	Rate Based per Hour Excl. VAT	Rate Based per Day Excl. VAT	Rate Based per Month Excl. VAT
20		Functional Analyst Principal Level									
21		Functional Analyst Senior Level									
22		Functional Analyst									
23	Testing	Test Lead									
24		Test Engineer									
25		Quality Assurance Tester									
26	Cutover	Deployment Lead									
27		Cutover Consultant									
28	Security / Authorisation / User Support	Lead Security / Authorisation									
29		Principal Consultant Security / Authorisation / GRC									
30		Consultant Security / Authorisation / GRC									
31	Quality Assurance	Lead Quality Assurance									
32		Consultant Quality Assurance									
33	Change Management	Change Lead									
34		Senior Change Manager									
35		Change Consultant									
36	Training	Training Lead									
37		Senior Trainer									
38		Trainer									
39	Specialised SAP Resources	Cloud Architect / Specialist									

Item No	Resource Category	Resource Role	Year 1			Year 2			Year 3		
			Rate Based per Hour Excl. VAT	Rate Based per Day Excl. VAT	Rate Based per Month Excl. VAT	Rate Based per Hour Excl. VAT	Rate Based per Day Excl. VAT	Rate Based per Month Excl. VAT	Rate Based per Hour Excl. VAT	Rate Based per Day Excl. VAT	Rate Based per Month Excl. VAT
40		BTP Architect / Specialist									
41		Integration Architect / Specialist									
42		Basis Architect / Specialist									
43		Migration Architect / Specialist									
44		FIORI Architect / Specialist									
45		Data Architect / Specialist									
46		SAC Architect / Specialist									
47		Solution Architect / Specialist									
48		Technical Architect / Specialist									

Table C.4.9: Price Schedule 9: Development Services

Item No	Development Category	Year 1			Year 2			Year 3		
		Rate Based Low Complexity Excl. VAT	Rate Based Medium Complexity Excl. VAT	Rate Based High Complexity Excl. VAT	Rate Based Low Complexity Excl. VAT	Rate Based Medium Complexity Excl. VAT	Rate Based High Complexity Excl. VAT	Rate Based Low Complexity Excl. VAT	Rate Based Medium Complexity Excl. VAT	Rate Based High Complexity Excl. VAT
1	Reports, Data and Analytics (R)									
2	Data and Analytics (R)									
3	Business Data Cloud / Dashboard ®									
4	Integration (I) SAP to SAP									
5	Integration (I) SAP to non-SAP									
6	Conversions (C)									
7	Enhancements (E)									
8	Forms (F)									
9	Workflow (W)									
10	Case Solution									
11	Web-services Internal Portal									

		Year 1			Year 2			Year 3		
Item No	Development Category	Rate Based Low Complexity Excl. VAT	Rate Based Medium Complexity Excl. VAT	Rate Based High Complexity Excl. VAT	Rate Based Low Complexity Excl. VAT	Rate Based Medium Complexity Excl. VAT	Rate Based High Complexity Excl. VAT	Rate Based Low Complexity Excl. VAT	Rate Based Medium Complexity Excl. VAT	Rate Based High Complexity Excl. VAT
12	Web-services External Portal									
13	Mobile Solution - Angular									
14	Mobile Solution - UI5									
15	FIORI									

C.5 SPECIFICATION(S)

C.5.1 Introduction

The CCT is a complex organisation responsible for delivering municipal services to its residents, businesses and communities. These services range from essential utilities such as electricity, water, sanitation and refuse removal to community services which include but are not limited to parks, recreation facilities, library services, cemeteries, rental of facilities, health services, housing provision and building plans approvals. All these services are supported by internal corporate and finance functions which include but are not limited to Human Resources (HR), Information Technology (IT), Supply Chain Management (SCM), Revenue, Communication and others. The City's operations are funded through diverse revenue streams including but not limited to electricity sales, income from water consumption and refuse removal, grant funding, property rates along with several other sources.

To deliver services effectively, the CCT must be equipped with adequate resources both human and capital. This includes having skilled personnel across various departments, as well as the necessary infrastructure, equipment, and financial capacity to support operations. A critical component of this infrastructure is the CCT's Enterprise Resource Planning (ERP) and other systems. These systems must optimise performance and be robust, integrated, and well-maintained to ensure that core processes from service delivery and billing to customer engagement and internal operations run efficiently and without disruption.

CCT operates in a highly legislated environment and must account for all financial transactions in a set chart of accounts which feeds into statutory reporting.

The Core Application Refresh ("CAR") Programme is a strategic programme approved by CCT Council in June 2020. The programme aims to digitally modernise the CCT by replacing aging IT assets and improving its digital experiences with its stakeholders, including residents, service providers, suppliers and staff.

The largest and most complex project in the CAR Programme is the Core Financial & Operational project commonly referred to as CORE Plus. The project is to supply, install, operationalise, and provide post go-live stabilisation support for the Enterprise resource planning (ERP) solution that supports the CCT's core business processes including finance, budgeting and treasury, asset management including plant maintenance and fleet management, portfolio and project management, human resources, supply chain, procurement, revenue collection that includes but is not limited to property tax, utilities and water as well as sundries billing, customer relationship management, contract management, services and reporting.

National Treasury and CCT Council approved the upgrade to SAP in March 2024.

Further details of CCT's requirements related to CORE Plus Scope of Work can be found in the following:

1. Annexure J Required End Goals and Proposed Future Architecture
2. Annexure I Scope and Requirements captured in the Business Requirements Traceability Matrix (BRTM)
3. C.5 Figure C.5.1 Proposed (Possible) End-State Architecture
4. Annexures K Schedules K.9 to K.13 Functional Requirements Frameworks

CCT refers to the transition from the current SAP solution landscape to the future SAP Business Suite (current SAP naming) landscape as SAP HANA which includes the SAP S/4HANA for the ERP and specialised SAP Cloud Product solutions. CCT will issue two tenders in respect thereof, one being this tender for implementation and a second separate tender for procurement of SAP Licenses for the Core Financial and Operational Systems.

The current platform is SAP ECC6 including Public Sector Records Management (PSRM), supported by complementary SAP solutions such as CRM, BW, HR, Real Estate, IS-U, e-Services, web-based internal and external portals, mobile and mobile field services with numerous interfaces to non-SAP systems. The details are specified in Annexure I (Business Requirements Traceability Matrix (BRTM)) and Schedule L3 Existing SAP Licenses and Deployment Details. The environment has a high level of complexity due to extensive custom code, multiple integration points, and large data volumes.

Through this tender, CCT seeks to procure the services of an Authorised Implementing Agent for the installation, customisation, implementation and post go-live stabilisation and acceptance of SAP core financial and operational software solutions, comprising of Enterprise Resource Planning ("ERP"), Specialised SAP Cloud Product Solutions, Records Management Solution and Archiving Solution.

It is anticipated to first do a full technical upgrade of the Current SAP Solutions that includes ECC including PSRM,

Corporate CRM and BW systems to SAP HANA as a minimum viable solution to replace and decommission functionality of Current SAP Solutions. This approach includes remediation of Current SAP Solutions components that will not migrate; the migration of the Current SAP Solutions' data and deployment of new SAP HANA functionality where existing Current SAP Solutions functionality cannot be remediated or does not cater for functionality required by SAP S/4HANA from specialised SAP Cloud Solutions or where migration is not cost effective.

The ERP licenses will be acquired as a bring-your-own-license ("BYOL") solution together with the Specialised SAP Cloud Product Solutions that are necessary where the on-premises functionality does not exist.

After the technical upgrade the expectation is to deploy SAP Business Suite that includes Specialised SAP Cloud Product Solutions and out-of-the-box SAP S/4HANA capabilities and functionality not activated during the technical upgrade in line with the Annexure I (the Business Requirements Traceability Matrix (BRTM)) and Annexure J (CCT Required End Goals and Proposed Future Architecture).

The Tenderer must account for integration reworks required across SAP and non-SAP systems, including dependencies introduced through a second implementation approach. Particular attention must be given to solutions such as PSRM, where integration costs may differ between Day 0 and subsequent implementation releases. The Tenderer is expected to identify, plan, and cost all required integration reworks upfront to ensure continuity and alignment across parallel systems and phased rollouts. The quoted integration cost to include the SAP HANA component of the cost and not the non-SAP 3rd party integration costs.

The CCT operates a multi-track SAP environment comprising a **Productive Landscape**, a **Projects Landscape**, and a **Training Environment**. This landscape supports the City's diverse business processes and ensures that changes are properly developed, tested, and stabilised before moving into production. The latest SAP environment details are contained in Annexure L (SAP Assessment and Current SAP Environments) Schedule L3 Existing SAP Licenses and Deployment Details.

For clarity, Release 1 is intended as a technical upgrade on a like-for-like basis, with existing business processes, functionality, integrations and custom developments retained unless remediation or change is technically required for SAP S/4HANA compatibility. Large-scale business process redesign, optimisation or transformation is not required as part of Release 1 unless expressly approved by CCT.

Transformation, optimisation, replacement functionality and new SAP capability will be addressed in subsequent releases, as defined in the approved Solution Architecture Blueprint and implementation schedule.

C.5.2 Compliance to governance and regulatory requirements

- C.5.2.1 The SAP system must conform to the CCT Information Technology (IT) policies, governance and compliance standards. Tenderers are referred to CCT's Information Systems and Technology (IS&T) standards which provides details of inter alia the current IT infrastructure and security standards, attached hereto as Annexure G (CCT Standards), which form part of the tender specifications.
- C.5.2.2 The applicable legislation, regulations, and directives that CCT should give effect to for purposes of this tender includes, but is not limited to, compliance with the Municipal Finance Management Act (MFMA), the Municipal Systems Act, the Municipal Structures Act, the Preferential Procurement Policy Framework Act (PPPFA), the Supply Chain Management Regulations and Policies, the Municipal Standard Chart of Accounts (mSCOA) and any other sector-specific legislation relevant to the services or goods being procured.
- C.5.2.3 Adherence to the latest statutory requirements which will be ensured through the detail design process in the project.

C.5.3 Scope of Work

The Scope of Work for this project is defined as **Implementation Services** as the structured set of professional activities and deliverables undertaken to execute the **Solution Scope of Work**.

- (i) **Implementation Services** as defined in the Implementation Service Frameworks of Annexure K

comprising of;

- 1) Schedule K.1: Framework: Project Management and Governance;
- 2) Schedule K.2: Framework: Change Management including Communications;
- 3) Schedule K.3: Framework: Detail Design, Functional & Technical;
- 4) Schedule K.4: Framework: Testing;
- 5) Schedule K.5: Framework: Training;
- 6) Schedule K.6: Framework: Data Migration;
- 7) Schedule K.7: Framework: Data Cleansing; and
- 8) Schedule K.8: Framework: Post Go-Live Stabilisation & Acceptance.

(ii) **Solution Scope of Work** as defined in the following sections of this tender document:

- 1) Annexure I Scope and Requirements captured in the BRTM;
- 2) Annexure J Required End Goals and Proposed Future Architecture;
- 3) Annexures K.9 to K.13 Functional Requirements Frameworks;
 - a) Annexure I: Requirements captured in the BRTM;
 - b) Annexure J: CCT Required End Goals and Proposed Future Architecture;
 - c) Annexure K Schedule K.9 Framework – Records Management;
 - d) Annexure K Schedule K.10 Framework – Archiving;
 - e) Annexure K Schedule K.11 Framework – Reporting, Data and Analytics;
 - f) Annexure K Schedule K.12 Framework – Workflows;
 - g) Annexure K Schedule K.13 Framework – EPIC Contraventions; and
- 4) C.5 Figure C.5.1 Proposed (Possible) End-State Architecture.

The Proposed Project Implementation Schedule will specifically cover the supply, installation, implementation, operationalisation, and post go-live stabilisation and acceptance as per the CCT minimum requirements defined in Implementation Services Frameworks. It will further take into consideration the CCT deployment process over the various tracks of the full SAP landscape, as per the CCT defined multi-track SAP environments defined in Annexure L (SAP Assessments and Current SAP Environments) Schedule L3 Existing SAP Licenses and Deployment Details.

The Project Implementation Services further expanded under **C.5.3.1** below and Solution Scope of Work under **C.5.3.2** below.

C.5.3.1 Project Implementation Services Scope of Work

The minimum CCT requirements for the Implementation Services, also referred to Project Disciplines, are defined in the Implementation Services Frameworks in Annexure K (CCT Implementation Services and Functional Requirements Frameworks) Schedules K.1 to K.8.

The following provides a high-level description and scope of the work related to the Implementation Services listed below:

1. **Project Management and Governance** from inception to completion of system go-live; as well as all stabilisation and approval post go-live on CCT production environment as defined in the project management framework (**Schedule K.1**). This framework defines the following:
 - a. CCT Project Management Methodology Deliverables per Implementation services linked to the project phases; and
 - b. CCT quality gates, which are important to allow the project to transition from one phase to the next.
2. **Change Management** including communication to guide the change management and communications

activities with minimum CCT requirements defined in the change management framework (**Schedule K.2**).

3. **Detail Design, Functional and Technical** to guide the design, functional and technical activities on the project (**Schedule K.2**). This framework defines the following:
 - a. the detail design approach in the INITIATION AND PLANNING PHASE resulting in the solution architecture blueprint that will inform the implementation roadmap for the project from technical upgrade to full implementation of Specialised SAP Cloud Product Solutions and SAP S/4HANA capabilities and functionality as defined in the detail design framework;
 - b. elements like architecture, functional design, development, configuration, technical, basis, integration, cutover and security authorisations; and
 - c. the documentation approach for project deliverables aligned to the CCT standards referred to as the Multilayer Architecture.
4. **Testing** to guide testing activities from Test Strategy and Plan Test Planning to Final Acceptance Testing sign-off to transition to production, with minimum CCT requirements as defined in the testing framework (**Schedule K.4**).
5. **Training** to guide training activities from training needs assessment to training evaluations leading to role allocation in SAP HANA with minimum CCT requirements defined in the training framework (**Schedule K.5**).
6. **Data Migration** to guide data migration activities from analysis and discover phase to reconciliation after final migration to production including reconciliation sign-off from Current SAP Solutions to SAP HANA system with minimum CCT requirements defined in the data migration framework (**Schedule K.6**).
7. **Specialised Data Cleansing** to guide data cleansing activities as defined in the data cleansing Framework (**Schedule K.7**).
8. **Post Go-Live Stabilisation & Acceptance** for CCT defined period to guide activities after deployment to production with minimum CCT requirements defined in the Post Go-Live Stabilisation and Acceptance (**Schedule K.8**).

The Implementation Services is to achieve SAP HANA software installation, implementation, configuration, customisation and enhancements, development, migration, remediation, testing and deployment with role-based access for SAP HANA solution components identified to satisfy the CCT Solution Scope of Work covered under C.5.3.2.

Every Implementation Service framework include Roles and Responsibilities for the framework for consideration by Tenderer when developing the Proposed Project Implementation Organisation Structure.

The CCT IS&T Infrastructure team will be responsible for provision and management of the on-premise SAP environments.

C.5.3.2 Solution Scope of Work

The SAP Business Suite, underpinned by the SAP Business Technology Platform, is the destination for CCT to be achieved through a strategic roadmap following a phased approach that focuses on technical migration but also on achieving tangible business outcomes.

Migrate from Current SAP Solutions

Phase 1: Secure the Foundation

Migrate core ERP and Billing functions to SAP S/4HANA, ensuring business continuity and a stable platform for future innovation. This will include the Public Sector Records Management (PSRM), Customer Relationship Management (CRM) (call-centres) and Business Warehouse (BW). Replacing outdated systems (CIC0 and CRM) with modern, integrated customer service solutions (for example SAP CX Service Cloud) is crucial in this phase. This will mitigate risks associated with end-of-life systems while improving user experience and reporting capabilities. **On premise is the first objective for CCT; and alternatives will only be considered if on premise is found not to be feasible.**

During this phase the focus is on moving the current SAP functionality in use as far as possible over to SAP S/4HANA in a like-for-like approach. This approach includes remediation of Current SAP Solutions

components that will not migrate; the migration of the Current SAP Solutions data and deployment of new SAP HANA functionality where existing Current SAP Solutions functionality cannot be remediated or does not cater for functionality required by SAP S/4HANA from specialised SAP Cloud Solutions or where migration is not cost effective.

It is envisaged that this phase would require the use of the SAP Integration Suite to enable the various integration requirements and/or to modernise the existing SAP integration solutions, such as SAP Process Orchestration. It is also required to extend, automate, and customise the SAP S/4HANA solution, which should follow the SAP Clean Core approach via the tooling within the SAP Build solution family within the SAP Business Technology Platform space.

The **Emergency, Policing and Incident Control (EPIC) Contraventions** functionality is built on SAP ECC and mobile capability with integration to the EPIC solution. CCT is going to market for a separate EPIC tender to replace the current EPIC solution with tender scope including contraventions. CCT made the decision to also include the contraventions scope in this tender to provide CCT the ability to make decision on transitional plan for EPIC contraventions at a later stage.

The replacement of the Channel Management solution is planned for June 2028.

Phase 2: Empower Citizens & Optimise Field Services

Implementing SAP Field Service Management and a Customer Self-Service portal will empower citizens with 24/7 access to information and streamlined service requests. Improving field service efficiency through mobile enablement and real-time data access for technicians will enhance citizen engagement and satisfaction while optimising workforce utilisation and reducing service costs.

Phase 3: Build a Sustainable Future

Integrating smart metering data for automated billing, advanced analytics, and improved resource management (leveraging SAP Cloud for Energy) is key for long-term sustainability. Exploring innovations in Distributed Energy Resources (DER), electro-mobility, and waste management will drive sustainability initiatives and allow the city to gain data-driven insights to optimise resource allocation, reduce costs, and build a more sustainable city.

Parallel Program

A. Empower Your Workforce with SuccessFactors

Modernising Human Capital Management (HCM) is essential for driving efficiency and empowering employees. This focuses on deploying key components of SAP SuccessFactors, a comprehensive cloud-based HCM suite. The modular nature of SuccessFactors allows for agile implementation, starting with prioritised areas like Recruiting, Onboarding, Performance & Goals, Learning, and subsequently expanding to Succession & Development, Compensation, and Core HR as needed. This approach empowers the CCT to improve talent acquisition, enhance employee engagement, and optimise workforce management while ensuring a smooth transition and rapid realisation of value.

Focuses on Talent Management components deploying key components of SAP SuccessFactors, like Performance & Goals, Learning, Succession & Development, Compensation, and Workforce Analytics. This approach empowers the CCT to improve Talent development for employees and optimise workforce management.

Implementing the EHS module to cater for Incident Management to record, track, investigate and reporting on safety related events including accidents, near misses and safety observations, Risk Management to assist with mitigation of workplace hazards and Occupational Health to manage employee health surveillance and medical services

B. Records Management

Every CCT transactional solution is to provide for records management that aligns with CCT Policy, Regulations and Legislation; and caters for the CCT file plan that is centrally maintained. SAP Public Sector Records Management (PSRM) is currently used for records management within CCT. Migration to SAP

S/4HANA Folders Management is the first objective for CCT; and alternatives will be considered if SAP Folders Management functionality is not addressing all CCT requirements.

After the technical upgrade in Release 1 which includes records management through S/4HANA Folders Management, the expectation is to deploy in one of the next releases SAP Content Management solution on-premise that fully integrate with the SAP HANA solution components and provides for enhanced Intelligent Information Management for SAP S/4HANA.

If Folders Management is found not adequate during detail design to cater for CCT records management requirements, there will be consideration to roll-out the SAP Extended Enterprise Content Management by OpenText as part of release 1.

C. Archiving Volume Management

Technical Data Archiving and Data Deletion are the two most efficient ways to achieve maximum volume reduction in existing SAP systems. For CCT Data Archiving comprises of moving your closed business transactions data and records from the live system to an offline or secondary storage.

The technical upgrade in Release 1 includes archiving within SAP S/4HANA through transactions like SARA, and CCT is anticipating to roll-out SAP Archiving and Document Access solution on-premise also in Release 1.

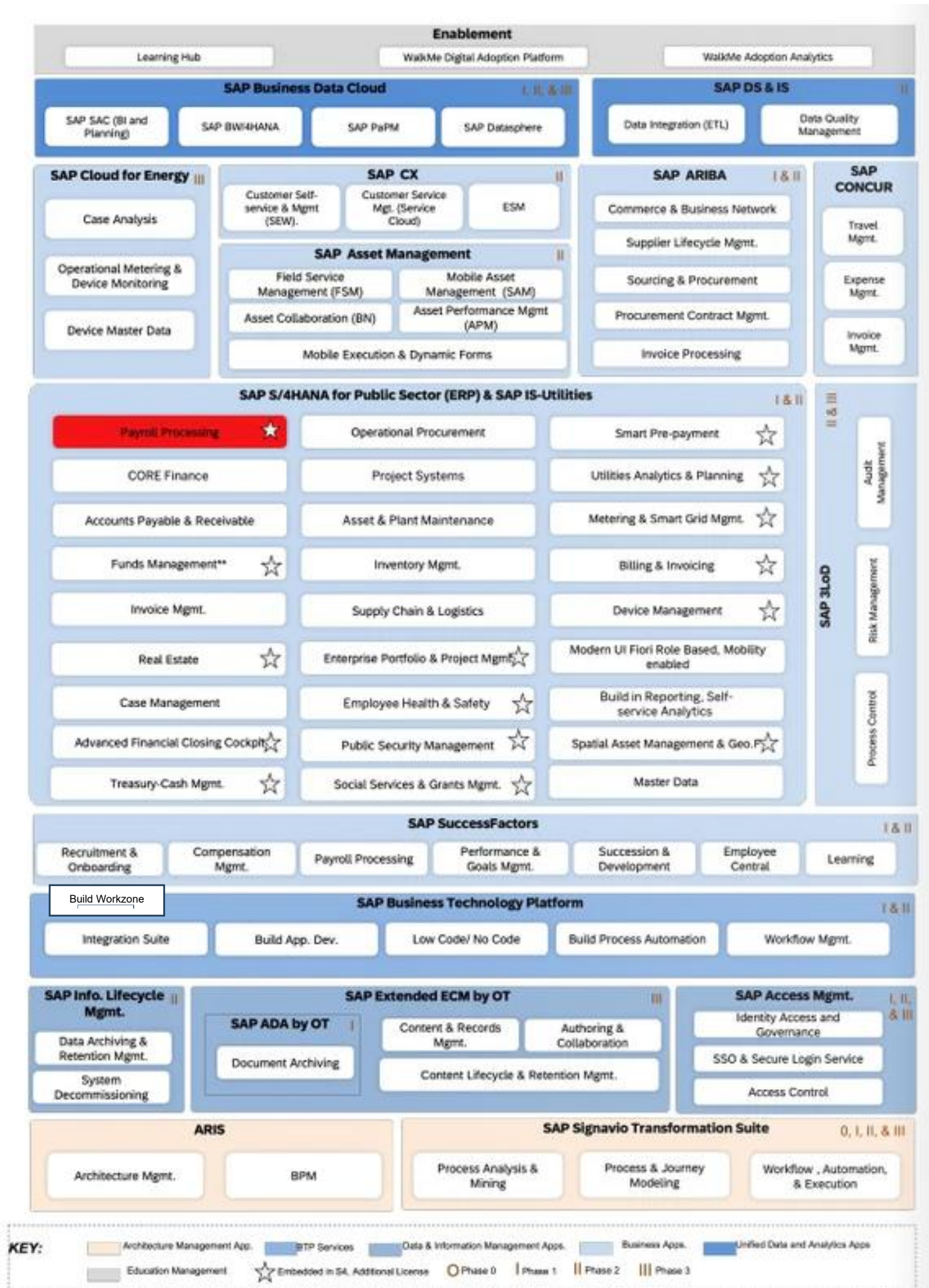
D. Municipal Standard Chart of Accounts (mSCOA)

The mSCOA requirements are included in the BRTM and thus forms part of the Solution Scope of Work.

The National Treasury is currently undertaking a consultative process in preparation for the forthcoming Regulations on minimum business processes and corresponding system requirements. The City is in the process of assessing the National Treasury's requirements against the BRTM; however, no adjustments to the BRTM are being made at this stage, as these requirements have not yet been formalised through regulation. In light of the anticipated regulations, Tenderers should note that these developments may affect the scope of certain elements within the BRTM.

The proposed high-level architecture below is a **possible architectural end-state view** envisaged by CCT, developed from peer reviews, SAP input, and market research and informed by the current CCT scope and requirements. There may be omissions of certain licence components. Figure 1 must therefore be read in conjunction with the detailed licence requirements and related information contained in Annexure J Proposed Future Architecture.

Figure 1 Proposed (Possible) End-State Architecture



Response times will be measured and documented at the beginning of the project and signed off. The Tenderer is responsible to ensure that all response times are equal or better after the implementation go-live than before the implementation, i.e. Transaction, Integration and System Response Times must be equal to or better than the current baseline.

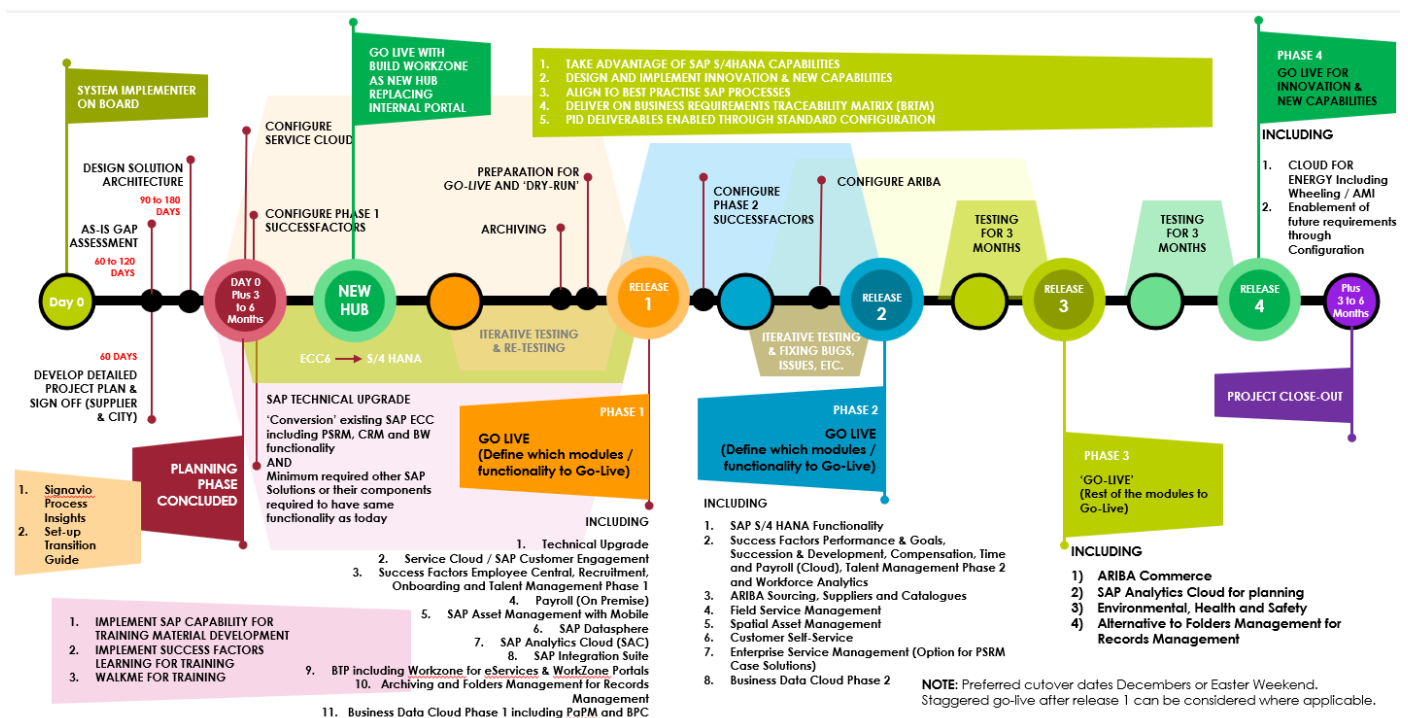
The Tenderer will be responsible for ensuring that post go-live response times meet or exceed the agreed baselines.

C.5.4 High Level Project Implementation Approach

C.5.4.1 CCT requires Tenderers to develop a comprehensive strategy, methodology and approach for the implementation of the project and submit as the **Proposed Tender Methodology and Approach write-up**. The Proposed Tender Methodology and Approach write-up is part of the Tenderer's obligations under 2.2.1.1.6 Minimum score for functionality.

C.5.4.2 The below diagram is a possible high-level implementation approach and sequence that is not prescriptive as CCT is seeking the Tenderers to demonstrate insights and experience to get CCT to full implementation of SAP HANA to address the Solution Scope of Work as quickly as possible with the least risk.

Figure 2 CCT High-Level Implementation Schedule and Sequence



C.5.4.3 The Core Project approach is an agile implementation that includes four go-lives, referred to as releases, over the project period. The first release is expected to be a technical upgrade that minimises change but includes what is practical to ensure CCT stabilises on SAP HANA with no disruption to business. The staggered transition to SAP HANA functionality over a further 3 releases after the technical upgrade allows for more manageable chunks and allow teams to deliver work faster and over shorter intervals without compromising on quality whilst spreading demand on CCT staff availability with reduced impact on business-as-usual activities.

C.5.4.4 The detail design workshops as part of the Planning Phase will allow for review of what is earmarked to migrate as part of the technical upgrade, what new SAP HANA capability is critical for inclusion in the technical upgrade release, CCT business requirements in comparison to SAP HANA out-of-the-box

functionality and review of business processes in comparison to best practice. The outcomes of the detail design workshops are the solution blueprint and scope allocation to the releases.

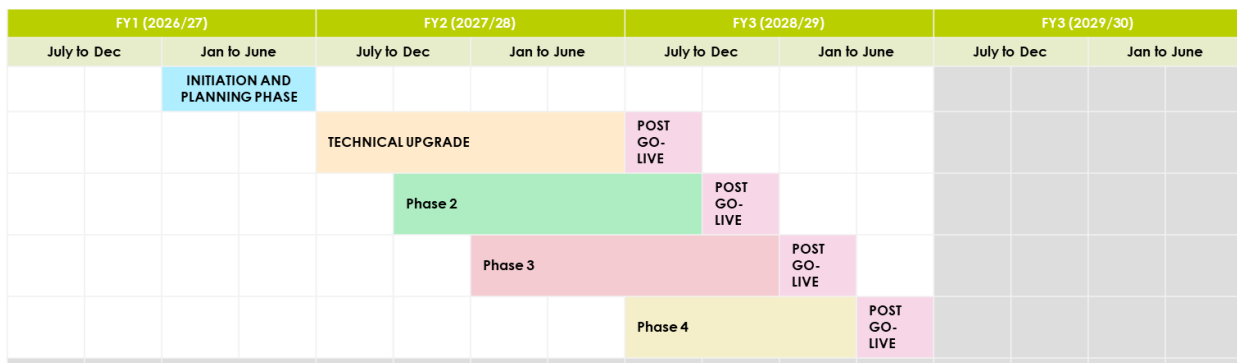
- C.5.4.5 Note that some SaaS solutions or components of these are earmarked for inclusion in the scope of the technical upgrade; and it is expected that the functionality related to these solutions is to be stripped out from the technical upgrade.
- C.5.4.6 The aim of the technical upgrade of Current SAP Solutions functionality to SAP HANA is to mitigate the risk related to Current SAP Solutions end-of-life (December 2027) whilst ensuring business continuity with reduced change management impact. The consideration of Specialised SAP Cloud Product Solutions available as Software-as-a-Service (SaaS), Platform-as-a-Service (PaaS) or Infrastructure-as-a-Service (IaaS) is anticipated to align to a functional upgrade; and where these Specialised Cloud Product Solutions or components of these are not dependent on the technical upgrade the expectation is that this work be initiated as early as possible in the project plan.
- C.5.4.7 CCT has a first draft high-level allocation of SAP HANA Licenses in Figure 2 CCT High-Level Implementation Schedule and Sequence that takes into account the technical upgrade and priority CCT business areas. The diagram makes reference to some SAP Modules (Licenses) with the expectation that the Tenderer will evaluate the allocation of the current SAP Modules (Licenses) to Implementation Components (Focus Groups) as documented in TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses). CCT provided the Proposed Future Architecture per Project Dimension under Annexure J for Tenderer to derive the list of future SAP Licenses required for the Solution Scope of Work of this project.
- C.5.4.8 Tenderers are expected to provide in the **Proposed Tender Methodology and Approach write-up** the SAP Modules (Licenses), referred to as the SAP HANA technology stack, they propose against the Implementation Components (Focus Groups).
- C.5.4.9 Tenderers are expected to provide in the Proposed Project Implementation Schedule their proposed sequence of implementation of the SAP Modules (Licenses) with motivation included in the Proposed Tender Methodology and Approach write-up.
- C.5.4.10 Where the Tenderer has identified a replacement SAP License or additional SAP License to cater for the CCT Solution Scope of Work requirements, based on their skills and expertise, the Tenderer **must** include this in their proposal as an addition to the CCT baseline scope. Costing will be evaluated on the full pricing list for the CCT baseline scope as per schedule C.4 (PRICE SCHEDULE) in terms of the CCT SCM policy, excluding replacement or addition solution proposals. Any replacement or additional licenses will be procured through a separate tender and not to be costed.
 - a) Replacement SAP License: Tenderer to cost implementation (excluding license cost) of the CCT defined scope component with note in Price Schedule; and provide additional implementation cost for the proposed replacement SAP License.
 - b) Additional SAP License: Tenderer to provide additional implementation cost for the proposed additional SAP License with motivation.

C.5.5 High Level Project Implementation Schedule

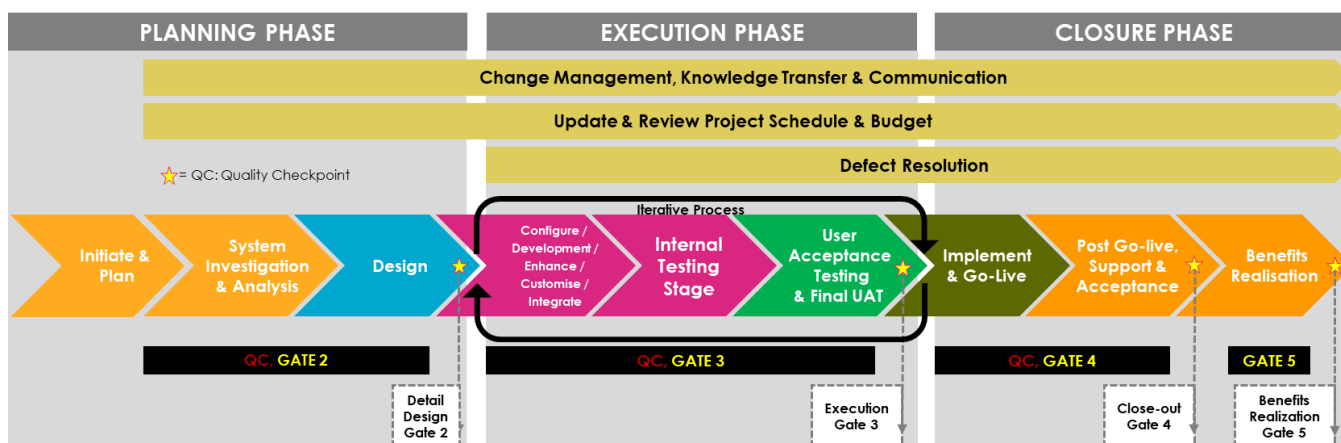
- C.5.5.1 CCT requires Tenderers to develop a comprehensive timeline and implementation schedule for the implementation of the project and submit as the **Proposed Project Implementation Schedule**. The Proposed Project Implementation Schedule is part of the Tenderer's obligations under **2.2.1.1.6 Minimum score for functionality**.
- C.5.5.2 The Proposed Project Implementation Schedule will be reviewed in the Initiate and Plan phase of the project and finalised after Detail Design Phase.
- C.5.5.3 The project will be made up of a series of releases with allocation of the Implementation Components with their SAP Modules (Licenses) to a release. The Tenderer is to provide this allocation in Annexure F (Tender Returnable Documents) Schedule F.13.C Table F.13.C.2a Proposed Project Implementation Schedule – Technical.

- C.5.5.4 An Implementation Component can fall within more than 1 release with the expectation that it is clearly defined which SAP Modules (Licenses) relevant to the Implementation Component falls in what release and what is the anticipated action for the SAP Module (License) in the release.
- C.5.5.5 The anticipated actions that may be relevant to an Implementation Component are defined as follows:
- Upgrade:** Upgrade of the current SAP Module(s) (License(s)) to SAP HANA as a minimum viable solution to replace and decommission all current functionality related to that SAP Module (license). This approach includes remediation of current SAP components that will not migrate, and the migration of the current SAP data; or
 - Extend:** Deployment of new SAP Module(s) (License(s))_ where existing SAP functionality cannot be remediated or effort together with cost of remediation is extensive; or
 - New:** Deployment of new SAP Module(s) (License(s)).
- C.5.5.6 All SAP Modules (Licenses) from the SAP Technology Stack must be catered for in the Proposed Project Implementation Schedule. The Proposed Tender Methodology and Approach write-up is to provide guidance on implementation strategy per SAP Module (License).
- C.5.5.7 Agile project management and solution delivery methodologies will be the underlying techniques leveraged to enable modular implementation delivery of the SAP HANA system over the anticipated implementation period.
- C.5.5.8 The CCT expected start date is January 2027. Below is the CCT High-Level Proposed Implementation Plan demonstrating to complete project in the expected 3 (Three) financial years if starting January 2027 with contract period of 30 months.

Figure 3 CCT High-Level Proposed Implementation Plan



- C.5.5.9 The Proposed Project Implementation Schedule must adhere to the following CCT requirements:
- clearly aligns to the CCT CAR Project Management Methodology that defines the project phases as indicated in Figure 4 below and described in further detail in Schedule K.1 (Table K.10.1);
 - cover each Implementation Component broken down into the SAP Module (License) required for the Implementation Component to satisfy CCT Solution Scope of Work;
 - includes Implementation Services; and
 - is costed for in the Price Schedules.

Figure 4: CAR Programme Project Management Methodology

C.5.5.10 For each Implementation Services CCT has a set of deliverables required per the various phases of the project which are documented in the CAR Project Management and Governance framework Annexure K (CCT Implementation Services and Functional Requirements Frameworks) Schedule K.1 as defined below.

Table in Schedule K.1	Deliverables
Table K.1.3	Project Management Deliverables
Table K.1.4	Change Management including Communication Deliverables
Table K.1.5	Functional & Technical Deliverables
Table K.1.6	Testing Deliverables
Table K.1.7	Training Deliverables
Table K.1.8	Data Migration Deliverables
Table K.1.9	Data Cleansing Deliverables
Table K.1.10	Post Go-Live Stabilisation & Acceptance Deliverables

C.5.5.11 Each phase of the CCT CAR Project Management Methodology is a Project Milestone and the deliverables due in that phase per Implementation Service forms part of the sign-off process for the Project Milestone.

C.5.5.12 The Tenderer is to include in the Proposed Project Implementation Schedule the Project Milestones as follows:

- per Implementation Service; and
- for the Detail Design, Functional and Technical Implementation Service the Tenderer must list the Project Milestones per Implementation Component and further list per the SAP Modules (Licenses) in the Implementation Component.

C.5.5.13 The Tenderer to propose per Project Milestones the minimum project deliverables and quality standard to ensure delivery sign-off taking into consideration the CAR Project Management Methodology Schedule K.1. This will be agreed by both parties during first phase of the project.

C.5.5.14 These Project Milestones will transition into contractual payment agreements that can be invoiced upon CCT sign-off on milestone deliverables.

C.5.5.15 The Tenderer is to include in the Price Schedules the costing for each Project Milestone that will form the basis for invoicing.

C.5.5.16 Thorough Quality Assurance is expected throughout the project delivery and enforced through the project milestone conformance certificates. It is expected from the Tenderers to produce a project milestone conformance certificate at completion of a Project Milestone for review and sign-off as

confirmation of CCT's acceptance of the project delivery component at expected quality standard. The conformance certificate should document milestone deliverables and highlight validation and acceptance for each milestone of the project. The expected quality standards per project deliverable will be agreed to in the Initiate and Plan stage of the project.

- C.5.5.17 To that end, the CAR Programme have already defined templates per deliverable that will be made available to System Implementer(s) during the Initiate and Plan stage of the project. It is expected of the System Implementer(s) to provide deliverable standards and templates at the onset of the project as input to the agreed to standards and templates workshops during the Initiate and Plan stage.

C.5.6 Technical specifications

- C.5.6.1 Tenderers to include in the comprehensive strategy, methodology and approach details for achievement of the Solution Scope of Work; and submit as part of the **Proposed Tender Methodology and Approach write-up**. The Proposed Tender Methodology and Approach write-up is part of the Tenderer's obligations under **2.2.1.1.6 Minimum score for functionality**.

- C.5.6.2 CCT has prepared a comprehensive set of business requirements for the Solution Scope of Work for the Core Project which provide details of the functionality required by each of the impacted business areas in relation to CCT's core financial and operational systems.

- C.5.6.3 The Business Requirements defined per Project Dimension as grouping of Implementation Components representing impacted business areas, also referred to as Focus Groups, are contained in the following:

- a) End goals to be achieved through the SAP HANA solution implementation of this project in respect of each Implementation Component (Focus Group) in Annexure J (CCT Required End Goals and Proposed Future Architecture) which form part of the tender specifications);
- b) The Business Requirements Traceability Matrix, commonly referred to as BRTM, which records the details of the functionality required per Implementation Component (Focus Group) in Annexure I (Business Requirements Traceability Matrix (BRTM)) and the electronic BRTM, which form part of the tender specifications; and
- c) Functional Requirements Frameworks in Annexures K (CCT Implementation Services and Functional Requirements Frameworks) Schedules K.9 to K.13.

- C.5.6.4 The BRTM Schedule comprises of the following components:

- a) Functional requirements as the "What" functionality must be provided and the "How" specifying unique execution requirements;
- b) Reporting, Data and Analytics Requirements as the list of expected reports that are to be provided through out-of-the-box reports, embedded analytics, standard CDS views and custom developed reports or dashboards;
- c) Integration Requirements as the list of expected integrations between SAP HANA solution components and other CCT solutions that are to be provided through standard or custom developed integrations;
- d) Workflow Requirements as the list of expected workflows that are to be provided through standard, configured or custom developed workflows;
- e) Mobiles and Mobile Field Services Requirements as the list of expected mobile solutions that are to be provided through upgrade of existing mobile solutions and deployment of out-of-the-box mobile solutions;
- f) Web-services for internal and external portals as the list of expected web-based service solutions that are to be provided through upgrade of existing web-service solutions and configuration of out-of-the-web-service solutions; and
- g) Case Solutions as the list of expected mobile solutions that are to be provided through upgrade of existing mobile solutions and deployment of out-of-the-box mobile solutions;

C.5.6.5 Tenderers to ensure that the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule, Proposed Project Implementation Organisation Structure and Price Schedules make provision for the CCT minimum business requirements contained in Annexure I, Annexure J and Annexure K Schedules K.9 to K.13.

C.5.7 Procurement of Additional add-on Implementation Services

CCT in deriving the business requirements, conducted extensive research and evaluation. However, CCT acknowledges that at the rate of technological change and innovation there may be new and/or additional solutions, and/or related services and/or offerings that may be considered in the term of the contract. For this purpose, there would be allowances at the discretion of CCT to identify additional requirements deemed necessary for the continued operations of the financial and operational systems due to unspecified solution components.

The CCT supply chain management (SCM) policy allows the use of “provisional sums.”

With reference to goods and services provided under “provisional sums, the CCT will request for a quotation, based on documented requirements. The CCT reserves the right to accept or reject the quotations provided.

Tenderers are advised that CCT will ensure a provisional sum on total cost as specified in Clause C.5.7 (Procurement of Additional add-on Licenses and Related Services) of the Specifications.

C.5.8 Trade names or proprietary products

Tenderers/Suppliers must note that National Treasury and Council approved the upgrade to SAP in March 2024.

C.6 SPECIAL CONDITIONS OF CONTRACT

The Special Conditions of Contract, referring to the National Treasury – Conditions of Contract (revised July 2010), will be provided in Stage 2.

C.7 GENERAL CONDITIONS OF CONTRACT

(National Treasury - General Conditions of Contract (revised July 2010)) will be provided in Stage 2.

C.8 ANNEXURES

Annexure A – Pro Forma Insurance Broker's Warranty



Letterhead of supplier's Insurance Broker

Date _____

CCT
City Manager
Civic Centre
12 Hertzog Boulevard
Cape Town
8000

Dear Sir

TENDER NO.:

TENDER DESCRIPTION:

NAME OF SUPPLIER: _____

I, the undersigned, do hereby confirm and warrant that all the insurances required in terms of the abovementioned contract have been issued and/or in the case of blanket/umbrella policies, have been endorsed to reflect the interests of the CCT with regard to the abovementioned contract, and that all the insurances and endorsements, etc., are all in accordance with the requirements of the contract.

I furthermore confirm that all premiums in the above regard have been paid.

Yours faithfully

Signed: _____

For: _____ (Supplier's Insurance Broker)

Annexure B – Monthly Project Labour Report

ANNEX 1

CITY OF CAPE TOWN MONTHLY PROJECT LABOUR REPORT



Instructions for completing and submitting forms

General

- 1 The Monthly Project Labour Reports must be completed in full, using typed, proper case characters; alternatively, should a computer not be available, handwritten in black ink.
- 2 Incomplete / incorrect / illegible forms will not be accepted.
- 3 Any conditions relating to targeted labour stipulated in the Contract (in the case of contracted out services or works) shall apply to the completion and submission of these forms.
- 4 This document is available in Microsoft Excel format upon request from the City's EPWP office, tel 021 400 9406, email EPWPLR@capetown.gov.za.

Project Details

- 5 If a field is not applicable insert the letters: NA
- 6 Only the Project Number supplied by the Corporate EPWP Office must be inserted. The Project Number can be obtained from the Coordinator or Project Manager or from the e-mail address in point 4 above.
- 7 On completion of the contract or works project the anticipated end date must be updated to reflect the actual end date.

Beneficiary Details and Work Information

- 8 Care must be taken to ensure that beneficiary details correspond accurately with the beneficiary's ID document.

- 9 A new beneficiary is one in respect of which a new employment contract is signed in the current month. A certified ID copy must accompany this labour report on submission.
- 10 Was the beneficiary sourced from the City's job seeker database?
- 11 The contract end date as stated in the beneficiary's employment contract.
- 12 Where a beneficiary has not worked in a particular month, the beneficiary's name shall not be reflected on this form at all for the month in question.
- 13 Training will be recorded separately from normal working days and together shall not exceed the maximum of 23 days per month
- 14 Workers earning more than the maximum daily rate (currently R450 excluding any benefits) shall not be reflected on this form at all.
- Submission of Forms**
- 15 Signed hardcopy forms must be scanned and submitted to the City's project manager in electronic (.pdf) format, together with the completed form in Microsoft Excel format.
- 16 Scanned copies of all applicable supporting documentation must be submitted along with each monthly project labour report. Copies of employment contracts and ID documents are only required in respect of new beneficiaries.
- 17 If a computer is not available hardcopy forms and supporting documentation will be accepted.

PROJECT DETAILS

Numbers in cells below e.g (6) refer to the relevant instruction above for completing and submitting forms

CONTRACT OR WORKS PROJECT NAME: (6)		EPWP SUPPLIED PROJECT NUMBER: (6)	
DIRECTORATE:		DEPARTMENT:	
CONTRACTOR OR VENDOR NAME:		CONTRACTOR OR VENDOR E-MAIL ADDRESS:	
CONTRACTOR OR VENDOR CONTACT PERSON:		CONTRACTOR OR VENDOR TEL. NUMBER:	CELL WORK
PROJECT LABOUR REPORT CURRENT MONTH (mark with "X")			
JAN	FEB	MAR	APR
MAY	JUN	JUL	AUG
SEP	OCT	NOV	DEC
YEAR			
ACTUAL START DATE (yyyy/mm/dd)		ANTICIPATED / ACTUAL END DATE (yyyy/mm/dd) (7)	
TOTAL PROJECT EXPENDITURE / VALUE OF WORK DONE TO-DATE (INCLUDING ALL COSTS, BUT EXCLUDING VAT)			
R			

MONTHLY PROJECT LABOUR REPORT



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

BENEFICIARY DETAILS AND WORK INFORMATION

CONTRACT OR WORKS PROJECT NUMBER:				Year		Month		Sheet				
								1 of				

	(8)	(8)	(8)	(9)			(10)		(11)	(12)	(13)	(14)
No.	First name	Surname	ID number	New Beneficiary (Y/N)	Gender (M/F)	Disabled (Y/N)	Job seeker database (Y/N)	Contract start date (DDMMYY)	Contract end date (DDMMYY)	No. days worked this month (excl. training)	Training days	Rate of pay per day (R – c)
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
12												
13												
14												
15												
16												
17												
18												
19												
20												
										0	0 R	-

Declared by Contractor or Vendor to be true and correct:	Name		Signature	
	Date			

Received by Employer's Agent / Representative:	Name		Signature	
	Date			

Annexure C - Pro Forma Performance Security/ Guarantee

GUARANTEE PERFORMANCE SECURITY

GUARANTOR DETAILS AND DEFINITIONS

"Guarantor" means:

Physical address of Guarantor:

"Supplier" means:

"Contract Sum" means: The accepted tender amount (INCLUSIVE OF VAT) of R.....

Amount in words:

"Guaranteed Sum" means: The maximum amount of R

Amount in words:

"Contract" means: The agreement made in terms of the Form of Offer and Acceptance for tender no ...and such amendments or additions to the contract as may be agreed in writing between the Parties.

PERFORMANCE GUARANTEE

1. The Guarantor's liability shall be limited to the amount of the Guaranteed Sum.
2. The Guarantor's period of liability shall be from and including the date of issue of this Guarantee/Performance Security up to and including the termination of the Contract or the date of payment in full of the Guaranteed Sum, whichever occurs first.
3. The Guarantor hereby acknowledges that:
 - 3.1 any reference in this Guarantee/Performance to "Contract" is made for the purpose of convenience and shall not be construed as any intention whatsoever to create an accessory obligation or any intention whatsoever to create a suretyship;
 - 3.2 Its obligation under this Guarantee/Performance Security is restricted to the payment of money.
4. Subject to the Guarantor's maximum liability referred to in 1, the Guarantor hereby undertakes to pay the CCT the sum due and payable upon receipt of the documents identified in 4.1 to 4.2:
 - 4.1 A copy of a first written demand issued by the CCT to the Supplier stating that payment of a sum which is due and payable has not been made by the Supplier in terms of the Contract and failing such payment within seven (7) calendar days, the CCT intends to call upon the Guarantor to make payment in terms of 4.2;
 - 4.2 A first written demand issued by the CCT to the Guarantor at the Guarantor's physical address with a copy to the Supplier stating that a period of seven (7) days has elapsed since the first written demand in terms of 4.1 and the sum has still not been paid.
5. Subject to the Guarantor's maximum liability referred to in 1, the Guarantor undertakes to pay to the CCT the Guaranteed Sum or the full outstanding balance upon receipt of a first written demand from the CCT to the Guarantor at the Guarantor's physical address calling up this Guarantee / Performance Security, such demand stating that:
 - 5.1 The Contract has been terminated due to the Supplier's default and that this Guarantee/Performance Security is called up in terms of 5; or
 - 5.2 a provisional or final sequestration or liquidation court order has been granted against the Supplier and that the Guarantee/Performance Guarantee is called up in terms of 5; and

- 5.3 The aforesaid written demand is accompanied by a copy of the notice of termination and/or the provisional/final sequestration and/or the provisional liquidation court order.
6. It is recorded that the aggregate amount of payments required to be made by the Guarantor in terms of 4 and 5 shall not exceed the Guarantor's maximum liability in terms of 1.
7. Where the Guarantor has made payment in terms of 5, the CCT shall upon the termination date of the Contract, submit an expense account to the Guarantor showing how all monies received in terms of this Guarantee/Performance Security have been expended and shall refund to the Guarantor any resulting surplus. All monies refunded to the Guarantor in terms of this Guarantee/Performance Security shall bear interest at the prime overdraft rate of the CCT's bank compounded monthly and calculated from the date payment was made by the Guarantor to the CCT until the date of refund.
8. Payment by the Guarantor in terms of 4 or 5 shall be made within seven (7) calendar days upon receipt of the first written demand to the Guarantor.
9. The CCT shall have the absolute right to arrange its affairs with the Supplier in any manner which the CCT may deem fit and the Guarantor shall not have the right to claim his release from this Guarantee /Performance Security on account of any conduct alleged to be prejudicial to the Guarantor.
10. The Guarantor chooses the physical address as stated above for the service of all notices for all purposes in connection herewith.
11. This Guarantee/Performance Security is neither negotiable nor transferable and shall expire in terms of 2, where after no claims will be considered by the Guarantor. The original of this Guarantee / Performance Security shall be returned to the Guarantor after it has expired.
12. This Guarantee/Performance Security, with the required demand notices in terms of 4 or 5, shall be regarded as a liquid document for the purposes of obtaining a court order.
13. Where this Guarantee/Performance Security is issued in the Republic of South Africa the Guarantor hereby consents in terms of Section 45 of the Magistrate's Courts Act No 32 of 1944, as amended, to the jurisdiction of the Magistrate's Court of any district having jurisdiction in terms of Section 28 of the said Act, notwithstanding that the amount of the claim may exceed the jurisdiction of the Magistrate's Court.

Signed at

Date

Guarantor's signatory (1)

Capacity

Guarantor's signatory (2)

Capacity

Witness signatory (1)

Witness signatory (2)

Approved Financial Institution as at 28 February 2023:

1.1 National Banks

ABSA Bank Limited
Firststrand Bank Limited
Investec Bank Limited
Nedbank Limited
Standard Bank of South Africa Limited

1.2 International Banks (with branches in South Africa)

Barclays Bank PLC
Citibank NA
Credit Agricole Corporate and Investment Bank
HSBC Bank PLC
JPMorgan Chase Bank
Societe Generale
Standard Chartered Bank

1.3 Insurance Companies

American International Group Inc (AIG)
Bryte Insurance Company Limited
Coface SA
Compass Insurance Company Limited
Credit Guarantee Insurance Corporation of Africa Limited
Guardrisk Insurance Company Limited
Hollard Insurance Company Limited
Infiniti Insurance Limited
Lombard Insurance Company Limited
Old Mutual Alternative Risk Transfer Insure Limited (OMART Insure)
New National Assurance Company Limited
PSG Konsult Ltd (previously Absa Insurance)
Regent Insurance Company Limited
Renasa Insurance Company Limited
Santam Limited

Annexure F - Tender Returnable Documents

Schedule F.1: Contract Price Adjustment and/or Rate of Exchange Variation

1. TENDER CONDITIONS

- 1.1 The Contract Price Adjustment (CPA) mechanism and/or provisions relating to Rate of Exchange (RoE) Variation, contained in this schedule is compulsory and binding on all Tenderers/Suppliers and this schedule (the parts relevant to the particular tender) must be completed by all Tenderers / Suppliers.
- 1.2 Tenderers/Suppliers are not permitted to amend, vary, alter or delete this schedule or any part thereof unless otherwise stated in this schedule.
- 1.3 Tenderers are not permitted to offer fixed and firm prices except as provided for in the Price Schedule.

2. CPA PROVISIONS SELECTION

- 2.1 The prices stipulated on the Price Schedule are subject to adjustment as set out below.
- 2.2 Tenderer to indicate the specific CPA and/or RoE provisions applicable to their bid by marking the relevant checkboxes below. Tenderers to note that the CPA and/or RoE provisions are not exclusive and multiple CPA Types can exist if the bid contains both local and foreign exchange based pricing. In such cases the CPA and/or ROE provision applies only to that particular portion of the tendered price.
- 2.3 The CPA and/or RoE provisions applicable to this tender and resulting contract are to be indicated below by checking the relevant boxes (with multiple selections only where indicated permissible):

	<u>Indicate option</u>	<u>CPA Type</u>	<u>Period</u>	<u>Refer to Section</u>
A	☒	FIRM PRICES as per Price Schedule	Annual	Price Schedule C.4 and Schedule F.1 (A)
<u>LOCAL (RSA) TENDER CONTENT:</u>				
EITHER				
B	☐	SEIFSA Index based CPA	Monthly / Quarterly	Schedule F.1 (B)
OR				
C	☐	Pricelist / Quotation Based CPA	Ad-Hoc	Schedule F.1 (C)
OR				
D	☐	STATS SA CPI Index Based CPA	Annually	Schedule F.1 (D)
OR/AND				
E	☐	Sectorial Determination 1:Contract Cleaning Sector	Annually	Schedule F.1 (E)
OR				
E	☐	Sectorial Determination 6: Private Security Sector	Annually	Schedule F.1 (E)
<u>IMPORTED GOODS AND / OR COMPONENTS (IF APPLICABLE)</u>				
F	☐	ROE based CPA	Ad-Hoc	Schedule F.1 (F)
AND (IF REQUIRED), EITHER				
G	☐	Pricelist / Quotation based CPA	Ad-Hoc / Periodic	Schedule F.1 (G)

		OR		
H	N/A	Overseas CPI / PPI index based CPA	Ad-Hoc / Periodic	Schedule F.1 (H)

- 2.4 CPA and/or RoE provisions marked as **not applicable** is not relevant and will not apply to this tender and resulting contract.

3. CONTRACT CPA APPLICATIONS AND ADMINISTRATION

- 3.1 Any claim for variation in the contract price (either CPA or RoE adjustments) must be submitted in writing:

- i. By letter to: Director Applications, Information Systems & Technology, City of Cape Town,
P O Box 655, Cape Town, 8000 or
- ii. By email to: **Adri.JansevanRensburg@capetown.gov.za**

at least 14 days prior to the month upon which the adjustment would become effective in the case of prices being set in advance, and as soon as relevant indices are available and no later than 60 days after the date of delivery of goods or the completion of the project (i.e. date of issue of the Taking-Over Certificate, if applicable) in the case of adjustments being claimed retrospectively for Goods or Services. The latter case is only applicable where specifically provided for in the CPA provisions.

- 3.2 When submitting a request for CPA and/or RoE adjustment the Supplier shall indicate the Rand Value claimed for each item listed on C.4 - Price Schedule, clearly indicating the item number as per C.4 - Price Schedule. Percentage increases will not be considered. A mere notification of a request for CPA without stating the new price claimed for each item shall, for the purpose of this clause, not be regarded as a valid request.
- 3.3 The CCT reserves the right to request the Supplier to submit auditor's certificates or such other documentary proof as it may require in order to verify a claim for CPA or RoE adjustments. Price adjustments will not be processed until such time as the Supplier submits such auditor's certificates or other documentary proof to the CCT. Should the Supplier fail to submit the auditor's certificates or other documentary proof to the CCT within 30 days from the written request, it shall be presumed that the Supplier has abandoned his request.
- 3.4 The CCT reserves the right to withhold payment of any claim for adjustment while only provisional figures are available and until such time as the final (revised) figures are issued by the relevant authority.
- 3.5 The CCT will confirm in writing once processing of the CPA or RoE adjustments has been completed including the effective date of the adjustments.
- 3.6 Where pricelist-based and other non-index-based CPA requests are investigated and found to be not reasonable and market related, the CCT reserves the right to reject such requests. Where disputes arise with respect to such rejected requests the CCT reserves the right to procure the Goods from other available Suppliers until such time as the dispute is resolved.
- 3.7 Unless indicated otherwise in the relevant schedule below, all Purchase Orders issued on or after the effective date of the adjustment shall be issued at, and the Goods or Services supplied, invoiced and paid for at the adjusted prices. The relevant adjustment will not be applied to Purchase Orders issued prior to the effective date.

Or

Unless indicated otherwise in the relevant schedule below, the adjustment will apply to all Purchase Orders or Purchase Order lines where the delivery date is on or after the effective date of the adjustment.

F.1 (A) – FIRM PRICES

No Contract Price Adjustment is applicable or permitted for this contract. The prices are fixed and firm.

F.1 (B) LOCAL SOUTH AFRICAN CONTENT – SEIFSA INDICES

NOT APPLICABLE

F.1 (C) LOCAL SOUTH AFRICAN CONTENT - SUPPLIER/ MANUFACTURER PRICE LIST/QUOTATIONS

NOT APPLICABLE

F.1 (D) LOCAL SOUTH AFRICAN CONTENT - STATS SA CONSUMER PRICE INDEX

NOT APPLICABLE

F.1. (E) LOCAL SOUTH AFRICAN CONTENT – SECTORIAL DETERMINATION

NOT APPLICABLE

F.1. (F) GOODS AND/OR COMPONENTS IMPORTED FROM OUTSIDE OF SOUTH AFRICA RATE OF EXCHANGE PRICE VARIATIONS

NOT APPLICABLE

**F.1. (G) GOODS AND/OR COMPONENTS IMPORTED FROM OUTSIDE OF SOUTH AFRICA -
MANUFACTURER/SUPPLIER PRICE/QUOTATION LIST**

NOT APPLICABLE

**F.1. (H) GOODS AND/OR COMPONENTS IMPORTED FROM OUTSIDE OF SOUTH AFRICA - BASED
ON FOREIGN INDICES**

NOT APPLICABLE

Schedule F.2: Certificate of Authority for Partnerships/ Joint Ventures/ Consortiums

This schedule is to be completed if the tender is submitted by a partnership/joint venture/ consortium.

1. We, the undersigned, are submitting this tender offer as a partnership/ joint venture/ consortium and hereby authorize Mr/Ms _____, of the authorised entity _____, acting in the capacity of Lead Partner, to sign all documents in connection with the tender offer and any contract resulting from it on the partnership/joint venture/ consortium's behalf.
2. By signing this schedule the partners to the partnership/joint venture/ consortium:
 - 2.1 warrant that the tender submitted is in accordance with the main business and objectives of the partnership/joint venture/ consortium;
 - 2.2 agree that the CCT shall make all payments in terms of this Contract into the following bank account of the Lead Partner:
 Account Holder: _____
 Financial Institution: _____
 Branch Code: _____
 Account No.: _____
 - 2.3 agree that in the event that there is a change in the partnership/ joint venture/ consortium and/or should a dispute arise between the partnership/joint venture/ consortium partners, that the CCT shall continue to make any/all payments due and payable in terms of the Contract into the aforesaid bank account until such time as the CCT is presented with a Court Order or an original agreement (signed by each and every partner of the partnership/joint venture/ consortium) notifying the CCT of the details of the new bank account into which it is required to make payment.
 - 2.4 agree that they shall be jointly and severally liable to the CCT for the due and proper fulfilment by the successful Tenderer/supplier of its obligations in terms of the Contract as well as any damages suffered by the CCT as a result of breach by the successful Tenderer/supplier. The partnership/joint venture/ consortium partners hereby renounce the benefits of excursion and division.

SIGNED BY THE PARTNERS OF THE PARTNERSHIP/ JOINT VENTURE/ CONSORTIUM		
NAME OF FIRM	ADDRESS	DULY AUTHORISED SIGNATORY
Lead partner		Signature..... Name..... Designation.....
		Signature..... Name..... Designation.....
		Signature..... Name..... Designation.....
		Signature..... Name..... Designation.....

Note: A copy of the Joint Venture Agreement shall be appended to *List of Other Documents Attached by Tenderer Schedule*.

Schedule F.3: Declaration for Procurement above R10 million

If the value of the transaction is expected to exceed R10 million (VAT included) the Tenderer **must** complete the following questionnaire, attach the necessary documents and sign this schedule:

1. Are you by law required to prepare annual financial statements for auditing? **(Please mark with X)**

YES		NO	

If YES, submit audited annual financial statements:

(i) For the past three years, or

(ii) Since the date of establishment of the Tenderer (if established during the past three years)

By attaching such audited financial statements to **List of Other Documents Attached by Tenderer Schedule**.

2. Do you have any outstanding undisputed commitments for municipal services towards the CCT or other municipality in respect of which payment is overdue for more than 30 (thirty) days? **(Please mark with X)**

YES		NO	

2.1 If NO, this serves to certify that the Tenderer has no undisputed commitments for municipal services towards any municipality for more than three (3) months in respect of which payment is overdue for more than 30 (thirty) days.

2.2 If YES, provide particulars:

3. Has any contract been awarded to you by an organ of state during the past five (5) years? **(Please mark with X)**

YES		NO	

If YES, insert particulars in the table below including particulars of any material non-compliance or dispute concerning the execution of such contract. Alternatively attach the particulars to **List of Other Documents Attached by Tenderer** schedule in the same format as the table below:

Organ of State	Contract Description	Contract Period	Non-compliance/dispute (if any)

4. Will any portion of the goods or services be sourced from outside the Republic, and if so, what portion and whether any portion of payment from the CCT is expected to be transferred out of the Republic? **(Please mark with X)**

YES		NO	

If YES, furnish particulars below

The Tenderer hereby certifies that the information set out in this schedule and/or attached hereto is true and correct, and acknowledges that failure to properly and truthfully complete this schedule may result in steps being taken against the Tenderer, the tender being disqualified, and/or (in the event that the Tenderer is successful) the cancellation of the contract, restriction of the Tenderer or the exercise by the CCT of any other remedies available to it.

Signature
Print name:
On behalf of the Tenderer (duly authorised)

Date

Schedule F.4: Preference Points Claim Form In Terms Of the Preferential Procurement Regulations 2022

1. GENERAL CONDITIONS

- 1.1 The following preference point systems are applicable to invitations to tender:
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).
- 1.2 The applicable preference point system for this tender is the 90/10 preference point system.
- 1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:
- (a) Price; and
 - (b) Specific Goals.
- 1.4 The maximum points for this tender are allocated as follows:

	POINTS
PRICE	90
SPECIFIC GOALS	10
Total points for Price and SPECIFIC GOALS	100

- 1.5 Failure on the part of a Tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.
- 1.6 The organ of state reserves the right to require of a Tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

The following definitions shall apply to this schedule:

- (a) "tender" means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) "price" means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) "rand value" means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) "tender for income-generating contracts" means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) "The Act" means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES**POINTS AWARDED FOR PRICE****THE 90/10 PREFERENCE POINT SYSTEMS**

A maximum of 90 points is allocated for price on the following basis:

90/10

$$Ps = 90 \times \left(1 - \frac{(Pt - Pmin)}{Pmin}\right)$$

Where

- Ps = Points scored for price of tender under consideration
 Pt = Price of tender under consideration
 Pmin = Price of lowest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

4.1 In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the Tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:

4.2 In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—

- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

Note to Tenderers: The Tenderer must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this tender	To be Completed by the Organ of State	To be Completed by the Tenderer
	Number of points Allocated (90/10 system)	Number of points claimed (90/10 system)
Gender	3	
Race	3	
Disability	1	
Promotion of Micro and Small Enterprises	3	

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3 Name of company/firm.....

4.4 Company registration number:

4.5 TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
☐ One-person business/sole propriety
☐ Close corporation
☐ Public Company

- ☐ Personal Liability Company
☐ (Pty) Limited
☐ Non-Profit Company
☐ State Owned Company

[Tick applicable box]

4.6 I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 4.1 and 4.2, the Supplier may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the Tenderer or Supplier, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the audi alteram partem (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution, if deemed necessary.

<i>Signature of Tenderer</i>	<i>Date</i>	<i>Name and Surname</i>	<i>Address</i>

For official use.		
SIGNATURE OF CCT OFFICIALS AT TENDER OPENING		
1.	2.	3.

Schedule F.5: Declaration of Interest – State Employees (MBD 4 amended)

1. No bid will be accepted from:
 - 1.1 persons in the service of the state¹, or
 - 1.2 if the person is not a natural person, of which any director, manager or principal shareholder or stakeholder is in the service of the state, or
 - 1.3 from persons, or entities of which any director, manager or principal shareholder or stakeholder, has been in the service of the City of Cape Town (CCT) during the previous twelve (12) months, or
 - 1.4 from an entity who has employed a former CCT employee who was at a level of T14 or higher at the time of leaving the CCT's employ and involved in any of the CCT's bid committees for the bid submitted, if:
 - 1.4.1 the CCT employee left the CCT's employment voluntarily, during the previous twelve (12) months;
 - 1.5 a person who was a CCT employee, or an entity that employs a CCT employee, if
 - 1.5.1 the CCT employee left the CCT's employment whilst under investigation for alleged misconduct, or
 - 1.5.2 was facing disciplinary action or potential disciplinary action by the CCT, or
 - 1.5.3 was involved in a dispute against the CCT during the previous thirty six (36) months.

2. Any person, having a kinship with persons in the service of the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid. In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons connected with or related to persons in service of the state, it is required that the Tenderer or their authorised representative declare their position in relation to the evaluating/adjudicating authority.

3. In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.
 - 3.1 Full Name of Tenderer or his or her representative: _____
 - 3.2 Identity Number: _____
 - 3.3 Position occupied in the Company (director, trustee, shareholder²): _____
 - 3.4 Company or Close Corporation Registration Number: _____
 - 3.5 Tax Reference Number: _____
 - 3.6 VAT Registration Number: _____
 - 3.7 The names of all directors / trustees / shareholders members, their individual identity numbers and state employee numbers must be indicated in paragraph 4 below.
 - 3.8 Are you presently in the service of the state? **YES / NO**
 - 3.8.1 If yes, furnish particulars: _____
 - 3.9 Have you been in the service of the state for the past twelve (12) months? **YES / NO**
 - 3.9.1 If yes, furnish particulars: _____
 - 3.10 Do you have any relationship (family, friend, other) with persons in the service of the state and who may be involved with the evaluation and or adjudication of this bid? **YES / NO**
 - 3.10.1 If yes, furnish particulars: _____
 - 3.11 Are you, aware of any relationship (family, friend, other) between any other Tenderer and any persons in the service of the state who may be involved with the evaluation and or adjudication of this bid? **YES / NO**
 - 3.11.1 If yes, furnish particulars: _____
 - 3.12 Are any of the company's directors, trustees, managers, principle shareholders or stakeholders in service of the state? **YES / NO**
 - 3.12.1 If yes, furnish particulars: _____

- 3.13 Are any spouse, child or parent of the company's directors, trustees, managers, principle shareholders or stakeholders in service of the state? **YES / NO**
 3.13.1 If yes, furnish particulars: _____
- 3.14 Do you or any of the directors, trustees, managers, principle shareholders, or stakeholders of this company have any interest in any other related companies or business whether or not they are bidding for this contract? **YES / NO**
 3.14.1 If yes, furnish particulars: _____
- 3.15 Have you, or any of the directors, trustees, managers, principle shareholders, or stakeholders of this company been in the service of the CCT in the past twelve (12) months? **YES / NO**
 3.15.1 If yes, furnish particulars: _____
- 3.16 Do you have any employees who was in the service of the CCT at a level of T14 or higher at the time they left the employ of the CCT, and who was involved in any of the CCT's bid committees for this bid? **YES / NO**
 3.16.1 If yes, furnish particulars: _____

4. Full details of directors / trustees / members / shareholders

Full Name	Identity Number	State Employee Number

If the above table does not sufficient to provide the details of all directors / trustees / shareholders, please append full details to the tender submission.

The Tenderer hereby certifies that the information set out in this schedule and/or attached hereto is true and correct, and acknowledges that failure to properly and truthfully complete this schedule may result in steps being taken against the Tenderer, the tender being disqualified, and/or (in the event that the Tenderer is successful) the cancellation of the contract, restriction of the Tenderer or the exercise by the CCT of any other remedies available to it.

Signature _____

Print name: _____

Date _____

On behalf of the Tenderer (duly authorised)

¹MSCM Regulations: "in the service of the state" means to be –

(a) a member of –

- (i) any municipal council;**
- (ii) any provincial legislature; or**
- (iii) the national Assembly or the national Council of provinces;**

(b) a member of the board of directors of any municipal entity;

(c) an official of any municipality or municipal entity;

(d) an employee of any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999);

(e) an executive member of the accounting authority of any national or provincial public entity; or

(f) an employee of Parliament or a provincial legislature.

² Shareholder" means a person who owns shares in the company and is actively involved in the management of the company or business and exercises control over the company.

Schedule F.6: Conflict of Interest Declaration

1. The Tenderer shall declare whether it has any conflict of interest in the transaction for which the tender is submitted. **(Please mark with X)**

YES		NO	

1.1 If yes, the Tenderer is required to set out the particulars in the table below:

2. The Tenderer shall declare whether it has directly or through a representative or intermediary promised, offered or granted:

2.1 Any inducement or reward to the CCT for or in connection with the award of this contract; or

2.2 Any reward, gift, favour or hospitality to any official or any other role player involved in the implementation of the supply chain management policy. **(Please mark with X)**

YES		NO	

If yes, the Tenderer is required to set out the particulars in the table below:

Should the Tenderer be aware of any corrupt or fraudulent transactions relating to the procurement process of the CCT, please contact the following:

The CCT's anti-corruption hotline at 0800 32 31 30 (toll free)

The Tenderer hereby certifies that the information set out in this schedule and/or attached hereto is true and correct, and acknowledges that failure to properly and truthfully complete this schedule may result in steps being taken against the Tenderer, the tender being disqualified, and/or (in the event that the Tenderer is successful) the cancellation of the contract, restriction of the Tenderer or the exercise by the CCT of any other remedies available to it.

Signature
Print name:
On behalf of the Tenderer (duly authorised)

Date

Schedule F.7: Declaration of Tenderer's Past Supply Chain Management Practices (MBD 8)

Where the entity tendering is a partnership/joint venture/consortium, each party to the partnership/joint venture/consortium must sign a declaration in terms of the Municipal Finance Management Act, Act 56 of 2003, and attach it to this schedule.

- 1 The tender offer of any Tenderer may be rejected if that Tenderer or any of its directors/members have:**
- a) abused the municipality's / municipal entity's supply chain management system or committed any fraudulent conduct in relation to such system;
 - b) been convicted for fraud or corruption during the past five years;
 - c) willfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or
 - d) been listed in the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004) or Database of Restricted Suppliers.
- 2 In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**

Item	Question	Yes	No
2.1	Is the Tenderer or any of its directors/members listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied). The Database of Restricted Suppliers now resides on the National Treasury's website (www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.	Yes ☐	No ☐
2.1.1	If so, furnish particulars:		
2.2	Is the Tenderer or any of its directors/members listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004) or Database of Restricted Suppliers? The Register for Tender Defaulters can be accessed on the National Treasury's website (www.treasury.gov.za) by clicking on its link at the bottom of the home page.	Yes ☐	No ☐
2.2.1	If so, furnish particulars:		
2.3	Was the Tenderer or any of its directors/members convicted by a court of law (including a court of law outside the Republic of South Africa) for fraud or corruption during the past five years?	Yes ☐	No ☐
2.3.1	If so, furnish particulars:		
Item	Question	Yes	No

2.4	Does the Tenderer or any of its directors owe any municipal rates and taxes or municipal charges to the municipality / municipal entity, or to any other municipality / municipal entity, that is in arrears for more than three (3) months?	Yes ☐	No ☐
2.4.1	If so, furnish particulars:		
2.5	Was any contract between the Tenderer and the municipality / municipal entity or any other organ of state terminated during the past five years on account of failure to perform on or comply with the contract?	Yes ☐	No ☐
2.5.1	If so, furnish particulars:		

The Tenderer hereby certifies that the information set out in this schedule and/or attached hereto is true and correct, and acknowledges that failure to properly and truthfully complete this schedule may result in steps being taken against the Tenderer, the tender being disqualified, and/or (in the event that the Tenderer is successful) the cancellation of the contract,, restriction of the Tenderer or the exercise by the CCT of any other remedies available to it.

 Signature
 Print name:
 On behalf of the Tenderer (duly authorised)

 Date

Schedule F.8: Authorisation for the Deduction of Outstanding Amounts Owed to the CCT

To: THE CITY MANAGER, City of Cape Town

From: _____
(Name of Tenderer)

RE: AUTHORISATION FOR THE DEDUCTION OF OUTSTANDING AMOUNTS OWED TO THE CCT

The Tenderer:

- a) hereby acknowledges that according to SCM Regulation 38(1)(d)(i) the City Manager may reject the tender of the Tenderer if any municipal rates and taxes or municipal service charges owed by the Tenderer (or any of its directors/members/partners) to the CCT, or to any other municipality or municipal entity, are in arrears for more than three (3) months; and
- b) therefore hereby agrees and authorises the CCT to deduct the full amount outstanding by the Tenderer or any of its directors/members/partners from any payment due to the Tenderer; and
- c) confirms the information as set out in the tables below for the purpose of giving effect to b) above;

Physical Business address(es) of the Tenderer	Municipal Account number(s)	Inside the CCT municipal boundary (Yes/No)

If there is not enough space for all the names, please attach the information to **List of other documents attached by Tenderer** schedule in the same format:

Name of Director / Member / Partner	Identity Number	Physical residential address of Director / Member / Partner	Municipal Account number(s)	Inside the CCT municipal boundary (Yes/No)

The Tenderer hereby certifies that the information set out in this schedule and/or attached hereto is true and correct, and acknowledges that failure to properly and truthfully complete this schedule may result in steps being taken against the Tenderer, the tender being disqualified, and/or (in the event that the Tenderer is successful) the cancellation of the contract, restriction of the Tenderer or the exercise by the CCT of any other remedies available to it.

Signature
Print name:
On behalf of the Tenderer (duly authorised)

Date

Schedule F.9: Certificate of Independent Tender Determination

I, the undersigned, in submitting this tender number **279C/2025/26** and tender description: **INSTALLATION, CUSTOMISATION, IMPLEMENTATION AND POST GO-LIVE SYSTEM STABILISATION OF SAP CORE FINANCIAL AND OPERATIONAL SOFTWARE SOLUTIONS FOR THE CITY OF CAPE TOWN** in response to the tender invitation made by THE CCT, do hereby make the following statements, which I certify to be true and complete in every respect:

I certify, on behalf of: _____ (Name of Tenderer)
that:

1. I have read and I understand the contents of this Certificate;
2. I understand that this tender will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorised by the Tenderer to sign this Certificate, and to submit this tender, on behalf of the Tenderer;
4. Each person whose signature appears on this tender has been authorised by the Tenderer to determine the terms of, and to sign, the tender on behalf of the Tenderer;
5. For the purposes of this Certificate and this tender, I understand that the word 'competitor' shall include any individual or organisation other than the Tenderer, whether or not affiliated with the Tenderer, who:
 - (a) has been requested to submit a tender in response to this tender invitation;
 - (b) could potentially submit a tender in response to this tender invitation, based on their qualifications, abilities or experience; and
 - (c) provides the same goods and services as the Tenderer and/or is in the same line of business as the Tenderer.
6. The Tenderer has arrived at this tender independently from and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium¹ will not be construed as collusive price quoting.
7. In particular, without limiting the generality of paragraphs 5 and 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
 - (a) prices;
 - (b) geographical area where product or service will be rendered (market allocation);
 - (c) methods, factors or formulas used to calculate prices;
 - (d) the intention or decision to submit or not to submit a tender;
 - (e) the submission of a tender which does not meet the specifications and conditions of the tender; or
 - (f) tendering with the intention not to win the contract.
8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this tender invitation relates.
9. The terms of this tender have not been and will not be disclosed by the Tenderer, directly or indirectly, to any competitor, prior to the date and time of the official tender opening or of the awarding of the contract.
10. I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to tenders and contracts, tenders that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act, Act 89 of 1998, and/o/r may be reported to the National Prosecuting Authority (NPA) for criminal investigation, and/or may be restricted from conducting business with the public sector for a period not exceeding 10 (ten) years in terms of the Prevention and Combating of Corrupt Activities Act, Act 12 of 2004, or any other applicable legislation.

Signature

Print name:

On behalf of the Tenderer (duly authorised)

Date

(¹ Consortium: Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.)

Schedule F.10: Proposed Deviations And Qualifications By Tenderer

The Tenderer should record any **proposed** deviations or qualifications they may wish to make to the tender documents in this Returnable Schedule **at Stage 2 of the tender process**. Alternatively, a Tenderer may state such proposed deviations and qualifications in a covering letter attached to his tender and reference such letter in this schedule. Any proposed deviations or qualifications contained in a covering letter which is not referenced in this schedule will not be considered.

The Tenderer's attention is drawn to clause 2.3.7.2 of the Standard Conditions of Tender referenced in the Tender Data regarding the CCT's handling of material deviations and qualifications.

If no deviations or qualifications are proposed, the schedule hereunder is to be marked NIL and signed by the Tenderer.

PAGE	CLAUSE OR ITEM	PROPOSED DEVIATION OR QUALIFICATION

List relevant documentation attached in Schedule F.10 below.

 Signature
 Print name:
 On behalf of the Tenderer (duly authorised)

 Date

Schedule F.11: List of Other Documents Attached By Tenderer

The Tenderer has attached to this schedule, the following additional documentation:		
	Date of Document	Title of Document or Description (refer to clauses / schedules of this tender document where applicable)
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		

Attach additional pages if more space is required.

 Signature
 Print name:
 On behalf of the Tenderer (duly authorised)

 Date

Schedule F.12: Record of Addenda to Tender Documents

We confirm that the following communications received from the CCT before the submission of this tender offer, amending the tender documents, have been taken into account in this tender offer:

	Date	Title or Details
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Attach additional pages if more space is required.

 Signature
 Print name:
 On behalf of the Tenderer (duly authorised)

 Date

Schedule F.13: Information to Be Provided With the Tender

F.13.1 F.13.2As per Clause 2.2.12.3 (b) Tenderers must complete in addition to the hard copy tender document as directed in 2.2.12.2 the below documentation in electronic format (Excel, PDF or MS Projects) on a USB storage device and submit the USB storage device with the tender document.

Returnable Documents	Schedule & Tables	Returnable Electronic File
Track Record of Solution Experience	Annexure F Schedule F.13.B Table F.13.B.1a Table F.13.B.1b	Excel File -“Experience Methodology and Approach” Excel Tab: F.13.B.1 Solution Experience
Tenderer Methodology, Approach and Implementation Schedule that includes: 1. Proposed Tender Methodology and Approach write-up 2. Proposed Project Implementation Schedule 3. Proposed Project Organisation Implementation Structure	Annexure F Schedule F.13.C Table F.13.C.1a Table F.13.C.1b Table F.13.C.1c Table F.13.C.1d Table F.13.C.1e Table F.13.C.2a Table F.13.C.2b.1 Table F.13.C.2b.2 Table F.13.C.3.1 Table F.13.C.3.2	Excel File -“Experience Methodology and Approach” Excel Tabs: F.13.C.1a Method Technical F.13.C.1b Method - General F.13.C.1c Accelerators Tools F.13.C.1d Risk Issue Mitigation F.13.C.1e Knowledge Transfer F.13.C.2a Schedule – Technical F.13.C.2b Schedule – General F.13.C.3 Roles Responsibilities PDF File - “Proposed Tender Methodology and Approach write-up” MS Projects File - “Proposed Project Implementation Schedule” PDF File - “Proposed Project Implementation Schedule” PDF File - “Proposed Project Implementation Organisation Structure”
Track Record of Team Member Experience	Annexure F Schedule F.13.D Table F.13.D.1a Table F.13.D.1b	Excel File -“Experience Methodology and Approach” Excel Tab: F.13.D.1 Team Member Experience
Pricing Schedule “CORE Plus Implementation Tender Price Schedule” in Excel as downloaded as part of the tender documentation.		Excel File - “CORE Plus Implementation Tender Price Schedule”

F.13.2 As per clause 2.2.1.1.4 (c) Tenderers must use the “**Contents Page**” template from Annexure M – Contents Page.

Schedule F.13.A: Accreditation and Authorisation as Solution Software Implementing Agent

F.13.A.1 Tenderer to complete Proof of Accreditation as Solutions Software Implementing Agent as per **Table F.13.A.1** table below.

F.13.A.2 The Tenderer **must** list the accreditation certification in Annexure F (Tender Returnable Documents) Schedule F.11 (List of Other Documents Attached by Tenderer) below and attach copies thereof to Schedule F.11.

F.13.A.3 Tenderer to complete Proof of SAP Manufacturer Authorisation Form as per the **Table F.13.A.2** below.

F.13.A.4 The Tenderer **must** list the MAF letter in Annexure F (Tender Returnable Documents) Schedule F.11 (List of Other Documents Attached by Tenderer) below and attach copies thereof to Schedule F.11.

Table F.13.A.1: Proof of Accreditation as Solutions Software Implementing Agent

SAP Partner Type	Details of Member who have Accreditation if JV	Accreditation attached
Consulting Service Partner SAP Managed Service Provider	Company A	YES
SAP Managed Service Provider	Company B	YES

Table F.13.A.2 Proof of SAP Manufacturer Authorisation Form (MAF)

Details of Member who have Authorisation In the case of JV or Consortium the Leading Tendering Entity	Authorisation attached
e.g. Company A	YES

Schedule F.13.B: Functionality Criteria - Solution Experience

- F.13.B.1** Tenderer to complete Solution Experience for the critical CORE SAP Solution Areas as per the table below.
- F.13.B.2** Tenderer to provide reference letter for each Referenced Client listed in Schedule F.13.B; and ensure the reference letter includes all SAP solutions components implemented at such client.
- F.13.B.3** The Tenderer must list the reference letter(s) in Annexure F (Tender Returnable Documents) Schedule F.11 (List of Other Documents Attached by Tenderer) below and attach copies thereof to Schedule F.11 below.
- F.13.B.4** Tenderer to provide contactable reference information in Schedule F.13.B with the understanding that CCT will contact the provided referenced to validate solution experience.
- F.13.B.5** All Functionality criteria must be addressed in accordance with the scope and requirements of Annexures I and J and the Framework Objectives in Annexure K.
- F.13.B.6** Each bidder must explicitly map responses in Annexure F Schedules F.13.B–M to the relevant Annexure, identifying any deviations or alternative proposals.
- F.13.B.7** The absence of supporting documentation for any sub-criterion will result in a score of zero for that item but will not disqualify the bidder unless the requirement forms part of the Eligibility Criteria in T.2.2.

Tenderer has Solution Experience for:	Table	Reference to Excel Tab Name in returnable document "Experience Methodology and Approach"
Solution Experience for Critical CORE SAP Solution Areas	F.13.B.1a F.13.B.1b	Solution Experience F.13.B.1

FAILURE TO PROVIDE RELEVANT PROOF WILL RESULT IN ZERO POINT ALLOCATION

- F.13.B.8** Note that this is the minimum required information on which Tenderers will be evaluated for this schedule.
- F.13.B.9** Missing proof should equate to zero points (not non-responsiveness) unless a document is an eligibility item (which would be non-responsive).
- F.13.B.10** Use the below CITY OF CAPE TOWN Reference TEMPLATE.

Table F.13.B.1a Solution Experience

No	CCT Required Critical CORE SAP Solution Area Provide minimum of 1 (One) and no more than 3 (Three) verified references.	Reference Client Implementation Indicate Local or Global	Scope & Description of Contract
			Ensure all components for the project are included
Example	Finance	Municipality ABC	Training of all users and train the trainer
		Company Z	Technical upgrade to SAP S/4 HANA including but not limited to Loans, Investment and Funds Management
		Company R	Greenfields implementation of SAP S/4 HANA in the cloud
1	Human Capital Management (SuccessFactors Employee Central / Time / Talent Management)		
2	End-to-end payroll processing and compliance in a South African context		
3	Finance (Treasury Cashflow & Loans / Investment Management / Funds Management / Asset Accounting Treatment of VAT)		

No	CCT Required Critical CORE SAP Solution Area Provide minimum of 1 (One) and no more than 3 (Three) verified references.	Reference Client Implementation	Scope & Description of Contract
		Indicate Local or Global	Ensure all components for the project are included
4	Budget (Full scope including cost planning, long term financial planning and transfer of funds)		
5	Real Estate Management (Land Use Management / Contract & Lease Management)		
6	Programme and Project Management (Full scope)		

No	CCT Required Critical CORE SAP Solution Area Provide minimum of 1 (One) and no more than 3 (Three) verified references.	Reference Client Implementation Indicate Local or Global	Scope & Description of Contract Ensure all components for the project are included
7	Utilities (Full scope including Customer service Energy Data Management (EDM) / Utilities FICA / Property Rates)		
8	Asset Management (Full scope including Lifecycle Management / Geo Enablement / Fleet / Experience mobile enabled maintenance)		
9	Spend and Supply Chain Management (Strategic Sourcing and Procurement / Supplier Onboarding / Ariba Buying for SAP S/4HANA)		

No	CCT Required Critical CORE SAP Solution Area Provide minimum of 1 (One) and no more than 3 (Three) verified references.	Reference Client Implementation	Scope & Description of Contract
		Indicate Local or Global	Ensure all components for the project are included
10	Folders Management (Case Management / Records Management)		
11	Service Management (Full scope including Service Cloud for Customer Relationship Management / Utilities integration)		
12	Reporting, Data and Analytics (SAP Analytics Cloud / Business Warehouse / Business Intelligence (BPC & PAMP / Data Modelling / Integration various SAP solution components)		

No	CCT Required Critical CORE SAP Solution Area Provide minimum of 1 (One) and no more than 3 (Three) verified references.	Reference Client Implementation Indicate Local or Global	Scope & Description of Contract Ensure all components for the project are included
13	SAP Analytics Cloud and Planning for legislative reporting		
14	SAP Integration Suite		
15	Web-Based Self Service (SAP Internal and External portals) / Mobile and Mobile Field Services / Citizen-facing Self Services		

No	CCT Required Critical CORE SAP Solution Area Provide minimum of 1 (One) and no more than 3 (Three) verified references.	Reference Client Implementation Indicate Local or Global	Scope & Description of Contract Ensure all components for the project are included

Table F.13.B.1b Solution Experience continued

No	CCT Required Critical CORE SAP Solution Area Provide minimum of 1 (One) and no more than 3 (Three) verified references.	Reference Client Implementation Indicate Local or Global	Verifiable Reference Provided for this Critical Area	Does this include Post Implementation Services	Accredited to implement Critical Area	Multi-Vendor Options Indicate company if responded as JV or Consortium	Reference Contact Person Name	Reference Contract Details	Reference Email Address
Example	Finance	Municipality ABC	YES	NO	NO	N/A	Joe Soap	+27 081 123 4567	JoeS@Test.co.za
		Company Z	NO	YES	YES	Consortium	Dan Block	+27 071 123 4567	Dan.Block@Test.co.za
		Company R	YES	YES	YES	Consortium	Sammy Apple	+27 064 123 4567	Sammy.Apple@Test.com
1	Human Capital Management (SuccessFactors Employee Central / Time / Talent Management)								
2	End-to-end payroll processing and compliance in a South African context								
3	Finance (Treasury Cashflow & Loans / Investment Management / Funds Management / Asset Accounting Treatment of VAT)								
4	Budget (Full scope including cost planning, long term financial planning and transfers of funds)								

No	CCT Required Critical CORE SAP Solution Area	Reference Client Implementation	Verifiable Reference	Does this include Post Implementation Services	Accredited to implement Critical Area	Multi-Vendor Options	Reference Contact Person Name	Reference Contract Details	Reference Email Address
	Provide minimum of 1 (One) and no more than 3 (Three) verified references.	Indicate Local or Global	Provided for this Critical Area			Indicate company if responded as JV or Consortium			
5	Real Estate Management (Land Use Management / Contract & Lease Management)								
6	Programme and Project Management (Full scope)								
7	Utilities (Full scope including Customer service / Energy Data Management (EDM) / Utilities FICA / Property Rates)								
8	Asset Management (Full scope including Lifecycle management / Geo Enablement / Fleet / Experience mobile enabled maintenance)								
9	Spend and Supply Chain Management (Strategic Sourcing and Procurement / Supplier Onboarding / Ariba Buying for SAP S/4HANA)								

No	CCT Required Critical CORE SAP Solution Area	Reference Client Implementation	Verifiable Reference	Does this include Post Implementation Services	Accredited to implement Critical Area	Multi-Vendor Options	Reference Contact Person Name	Reference Contract Details	Reference Email Address
	Provide minimum of 1 (One) and no more than 3 (Three) verified references.	Indicate Local or Global	Provided for this Critical Area			Indicate company if responded as JV or Consortium			
10	Folders Management (Case Management / Records Management)								
11	Service Management (Full scope including Service Cloud for Customer Relationship Management / Utilities integration)								
12	Reporting, Data and Analytics (SAP Analytics Cloud / Business Warehouse / Business Intelligence (BPC & PAPM / Data Modelling / Integration various SAP solution components)								
13	SAP Analytics Cloud and Planning for legislative reporting								
14	SAP Integration Suite								

No	CCT Required Critical CORE SAP Solution Area	Reference Client Implementation	Verifiable Reference	Does this include Post Implementation Services	Accredited to implement Critical Area	Multi-Vendor Options	Reference Contact Person Name	Reference Contract Details	Reference Email Address
	Provide minimum of 1 (One) and no more than 3 (Three) verified references.	Indicate Local or Global	Provided for this Critical Area			Indicate company if responded as JV or Consortium			
15	Web-Based Self Service (SAP Internal and External portals) / Mobile and Mobile Field Services / Citizen- facing Self Services)								

Schedule F.13.C: Functionality Criteria – Tenderer Methodology and Approach, Implementation Schedule and Implementation Organisation Structure

F.13.C.1 The Tenderer to provide for Schedule F.13.C Tender Methodology and Approach, Implementation Schedule and Implementation Organisation Structure the below artefacts, complete the various tables as per the table below and provide electronically on USB device:

- (i) Proposed Tender Methodology and Approach write-up;
- (ii) Proposed Project Implementation Schedule; and
- (iii) Proposed Project Implementation Organisation Structure.:

F.13.C.2 Tenderer to list the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure in Annexure F (Tender Returnable Documents) Schedule F.11 (List of Other Documents Attached by Tenderer) below and attach copies thereof to Schedule F.11.

F.13.C.3 The Proposed Tender Methodology and Approach write-up to cover Implementation Components and Implementation Services with considerations of CCT expectations as follows

- (i) includes in the write-up under the Project Strategy, Methodology and Approach – Technical section how the CCT Scope of Work will be achieved. This is to be documented per Project Dimensions and further broken down per Implementation Component. This write-up to include the proposed solution architecture details that includes proposed SAP HANA licenses required. The write to take into consideration the CCT expectations provided as:
 - a. Proposed (Possible) End-State Architecture in C.5 Figure C.5.1;
 - b. Required End Goals and Proposed Future Architecture in Annexure J;
 - c. Scope and Requirements captured in the BRTM in Annexure I; and
 - d. Functional Requirements Frameworks in Annexures K.9 to K.13;
- (ii) Includes in the write-up Project Strategy, Methodology and Approach – General section how the project will be executed per Implementation Service. The write-up to take into consideration the CCT expectations provided as:
 - a. Implementation Service Frameworks in Annexures K.1 to K.8;

F.13.C.4 The functional scoring points for all tables in Schedule F.13.C will be awarded against each line of the respective tables as per the potential point value indicated against each line in tables under F.13.C.

F.13.C.5 The Tenderer to provide in the tables under F.13.C reference to where in the Proposed Tender Methodology and Approach write-up or Proposed Project Implementation Schedule the details are covered.

F.13.C.6 The validation of the Referenced Content in the Proposed Tender Methodology and Approach write-up or Proposed Project Implementation Schedule will form the basis for functional scoring of the tables under F.13.C.

F.13.C.7 All Functionality criteria must be addressed in accordance with the scope and requirements of Annexures I and J and the Framework Objectives in Annexure K.

F.13.C.8 Each bidder must explicitly map responses in Annexure F Schedules F.13.B–M to the relevant Annexure, identifying any deviations or alternative proposals.

F.13.C.9 The absence of supporting documentation for any sub-criterion will result in a score of zero for that item but will not disqualify the bidder unless the requirement forms part of the Eligibility Criteria in T.2.2.

Tenderer has provided:	Table	Excel Tab Name
Tenderer Methodology and Approach, Implementation Schedule and Implementation Organisation Structure	F.13.C.1a Project Strategy, Methodology and Approach - Technical	F.13.C.1a Method - Technical
	F.13.C.1b Project Strategy, Methodology and Approach - General	F.13.C.1b Method - General
	F.13.C.1c Accelerators, Tools and Templates	F.13.C.1c Accelerators Tools
	F.13.C.1d Risk and Issue Mitigation	F.13.C.1d Risk Issue Mitigation
	F.13.C.1e Knowledge Transfer & Enablement	F.13.C.1e Knowledge Transfer
	F.13.C.2a Proposed Project Implementation Schedule - Technical	F.13.C.2a Schedule - Technical
	F.13.C.2b.1 Proposed Project Implementation Schedule – General F.13.C.2b.2 Proposed Project Implementation Schedule – General continued	F.13.C.2b Schedule - General
	F.13.C.3.1 Proposed Project Implementation Organisation Structure - Roles and Responsibilities F.13.C.3.2 Proposed Project Implementation Organisation Structure - Roles and Responsibilities	F.13.C.3 Roles Responsibilities

F.13.C.10 The CCT minimum requirements for Tenderer Methodology, Approach and Implementation are defined in the table below.

Tenderer Methodology and Approach, Implementation Schedule and Implementation Organisation Structure include the following:	Table
1. Project Strategy, Methodology and Approach corresponding to the Proposed Project Implementation Schedule (Roadmap); and includes details on Implementation Services and the Implementation Components per Project Dimensions.	F.13.C.1a F.13.C.1b
2. Accelerators, Tools and Templates - Share the proposed tools and innovative practices to use for the project.	F.13.C.1c
3. Risk Mitigation Approach - Share from previous implementations the potential risks and issues together with the proposed mitigations.	F.13.C.1d
4. Knowledge Transfer & Enablement.	F.13.C.1e
5. Proposed Project Implementation Schedule with project releases, phases and high-level activities covering Implementation Services and the Implementation Components per Project Dimensions. The schedule details to include but not limited to durations, allocation to releases, milestones linked to milestone invoicing, deliverables, dependencies, indication of critical path and role allocations; all catered for in the Price Schedules.	F.13.C.2a F.13.C.2b.1 F.13.C.2b.2
6. Team Structure inclusive of roles and responsibilities with allocation to Implementation Services and Project Dimensions.	F.13.C.3.1 F.13.C.3.2

FAILURE TO PROVIDE RELEVANT PROOF WILL RESULT IN ZERO POINT ALLOCATION

- F.13.C.11** Note that this is the minimum required information on which Tenderers will be evaluated for this schedule; but Tenderers are encouraged to provide any additional information believed to be necessary to support.
- F.13.C.12** Missing proof should equate to zero points (not non-responsiveness) unless a document is an eligibility item (which would be non-responsive).

Table F.13.C.1a Project Strategy, Methodology and Approach – Technical

			Achievement of End Goals and Proposed Future Architecture (Annexure J), Business Requirements Traceability Matrix (BRTM) (Annexures I) and Functional Requirements Frameworks (Annexures K.9 to K.13)			
Item No	CCT Project Dimensions	Implementation Component	Proposed SAP Solution Module	Proposed High-level Approach to Implement	Reference from Proposed Tender Methodology and Approach write-up	Possible Functional Scoring Points
		This is to cover the Upgrade / Extend of Current SAP Modules (Licenses) as listed in Annexure I TABLES I.1 / I.2 and Proposed SAP Modules (Licenses)	Including License(s) required Reference: TABLE J.15.1: Proposed Future SAP Licenses Ensure Alignment with Table F.13.C.2a		Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring	
Examples	Municipal Chart of Accounts	mSCOA (F2)	No Specific License	Upgrade functionality in technical upgrade release 1 and configure capturing of mCSOA element during transacting in Release 3	Write-up reference: Design - Section 4.7.1	
	Generic	Mobile & Mobile Field Services; (O4)	SAP Mobile Services SAP Field Service Management SAP Service and Asset Manager	Out-of-the-Box Mobile Services	Write-up reference: Design - Section 4.7.2	
1	Financial Management	Finance (F1)				0.5
2		Budgeting (F3)				0.5
3		Treasury (F4)				0.5

4	Insurance Management	Insurance (F12)				0.5
5	Municipal Chart of Accounts	mSCOA (F2)				0.5
6	Asset Management	Asset Lifecycle Management (O1a)				0.5
7		Repairs and Maintenance (O1b)				0.5
8		Fleet Management (O1d)				0.5

9	Real Estate Management	Property Value Chain (O2) and Real Estate (O3) that includes Land Use Management (LUM) and GIS Integration				0.5
10	Utilities Management	Revenue Management (F5)				0.5
11		Billing an Invoicing (F6)				0.5
12	Portfolio, Programme and Project Management	Programme and Project Management (F7)				0.5
13	Spend and Supply Chain Management	Procurement (F8)				0.5

14		Inventory Management (O1c)				0.5
15		Contract Lifecycle Management (F9)				0.5
16		Manage Suppliers and Sourcing (F13)				0.5
17	Manage Human Resources	Human Capital Management (F14)				0.5
18		Payroll (F10)				0.5

19	Service Management	Customer Relationship Management Service Management (F15)				0.5
20		Customer Interface Management (F17)				0.1
21	Records Lifecycle Management	Records Management (RM) (O7)				0.5
22		Archiving (O8)				0.5
23	Emergency Policing Incident Control Contraventions	EPIC Contraventions (O9)				0.2

24	Generic	Integration (G1)				0.5
25		Reporting Data & Analytics (G3)				0.5
26		Web-Based Self Service (SAP Internal and External portals) (G4)				0.5
27		Workflow (G5)				0.3
28		Mobile & Mobile Field Services; (O4)				0.5

29		Case Management (O5)				0.5
30		Security and Authorisation Management (O6)				0.4
31	Total Possible Functional Scoring Points					14

Table F.13.C.1b Project Strategy, Methodology and Approach – General

No	Implementation Services (Project Disciplines)	Describe high-level proposed Implementation Strategy, Methodology and Approach CCT requirements in Annexure K with Schedules indicated per Implementation Service	Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring	Possible Functional Scoring Points
Examples	Training	Roll-out of SAP training solutions like Enable Now and WalkMe as early as possible to use for development of training materials, schedules and tracking. Our training approach involves four key stages: assessment to identify training needs, planning and design to create the program, implementation to deliver the training, and evaluation to measure its effectiveness.	Write-up reference: Design - Section 6.10	
	Post Go-Live Stabilisation & Acceptance	monitoring system performance, supporting users, and resolving issues promptly while validating that the new system meets its objectives. Key activities include creating a dedicated support team, monitoring key performance indicators (KPIs) to ensure the system functions as expected, proactive troubleshooting of issues like performance slowdowns or data inaccuracies, and providing ongoing user support and training to ensure proper adoption.	Write-up reference: Migration - Section 8.4	
1	Project Management and Governance Schedule K.1			0.25
2	Change Management incl. Communications Schedule K.2			0.25
3	Detail Design, Functional & Technical Schedule K.3			0.25
4	Testing Schedule K.4			0.25

No	Implementation Services (Project Disciplines)	Describe high-level proposed Implementation Strategy, Methodology and Approach CCT requirements in Annexure K with Schedules indicated per Implementation Service	Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring	Possible Functional Scoring Points
5	Training Schedule K.5			0.25
6	Data Migration Schedule K.6			0.25
7	Data Cleansing Schedule K.7			0.25
8	Post Go-Live Stabilisation & Acceptance Schedule K.8			0.25
9	Total Possible Functional Scoring Points			2

Table F.13.C.1c Project Strategy, Methodology and Approach: Accelerators, Tools and Templates

			Motivate relevance to Implementation Services (Project Discipline)								
			CCT requirements in Annexure K with Schedules indicated per Implementation Service								
No	Accelerator, Tool or Template Name	Describe how the Accelerator, Tool or Template will be beneficial to the project	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8	Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
Examples	Project management template	To track progress of delivery	Yes								Write-up reference: PM - Section 2.10
	Standard SAP Process Models	Shows how standard SAP works			Yes						Write-up reference: Migration - Section 4.7
	SAP Configuration Guides	Provide technical walk through setup of module			Yes						Write-up reference: Migration - Section 4.7
1											
2											
3											
4											

			Motivate relevance to Implementation Services (Project Discipline) CCT requirements in Annexure K with Schedules indicated per Implementation Service								Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
No	Accelerator, Tool or Template Name	Describe how the Accelerator, Tool or Template will be beneficial to the project	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8	
5											
6											
7											
8											
9											
10											

			Motivate relevance to Implementation Services (Project Discipline) CCT requirements in Annexure K with Schedules indicated per Implementation Service								Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
No	Accelerator, Tool or Template Name	Describe how the Accelerator, Tool or Template will be beneficial to the project	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8	
11											
12											
13											
14											
15											
16											

			Motivate relevance to Implementation Services (Project Discipline) CCT requirements in Annexure K with Schedules indicated per Implementation Service								Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
No	Accelerator, Tool or Template Name	Describe how the Accelerator, Tool or Template will be beneficial to the project	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8	
17											
18											
19											
20											
21	Possible Functional Scoring Points		0.25	0.25	0.25	0.25	0.25	0.25	0.15	.10	
22	Total Possible Functional Scoring Points		1.75								

Table F.13.C.1d Project Strategy, Methodology and Approach: Risk and Issue Mitigation

			Motivate relevance to Implementation Services (Project Discipline)								
			CCT requirements in Annexure K with Schedules indicated per Implementation Service								
No	Potential Risk or Issue	Describe potential Risks or Issue with proposed Mitigating Actions	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8	Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
Examples	Scope Creep	Track scope against the BRTM	Yes		Yes						Write-up reference: PM - Section 2.7 Design - Section 4.14
	Not all employees are trained	shows how standard SAP works through use of WalkMe					Yes				Proposed MS Project Schedule: Training - Task Name 6.6
1											
2											
3											
4											

			Motivate relevance to Implementation Services (Project Discipline) CCT requirements in Annexure K with Schedules indicated per Implementation Service								Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
No	Potential Risk or Issue	Describe potential Risks or Issue with proposed Mitigating Actions	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8	
5											
6											
7											
8											
9											
10											

			Motivate relevance to Implementation Services (Project Discipline)								Reference from Proposed Tender Methodology and Approach write-up
			CCT requirements in Annexure K with Schedules indicated per Implementation Service								
No	Potential Risk or Issue	Describe potential Risks or Issue with proposed Mitigating Actions	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8	Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
11											
12											
13											
14											
15											
16											

			Motivate relevance to Implementation Services (Project Discipline)								Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
			CCT requirements in Annexure K with Schedules indicated per Implementation Service								
No	Potential Risk or Issue	Describe potential Risks or Issue with proposed Mitigating Actions	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8	
17											
18											
19											
20											
21	Possible Functional Scoring Points		0.25	0.25	0.25	0.25	0.25	0.25	0.15	0.10	
22	Total Possible Functional Scoring Points		1.75								

Table F.13.C.1e Project Strategy, Methodology and Approach: Knowledge Transfer & Enablement

No	Implementation Services (Project Discipline)	Describe proposal for Knowledge Transfer & Enablement per Implementation Services	Reference from Proposed Tender Methodology and Approach write-up	Possible Functional Scoring Points
		CCT requirement in Annexure K Schedules K.2 K.5.3 KNOWLEDGE TRANSFER AND RESOURCE INTEGRATION	Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring	
Examples	Detail Design, Functional & Technical	Use of the ARIBA Connect to log and report configuration issues	Write-up reference: Design - Section 4.5	
	Data Migration	Use of the SAP SaaS data migration templates to populate data	Write-up reference: Migration - Section 6,6	
1	Project Management and Governance Schedule K.1			0
2	Change Management incl. Communications Schedule K.2			0.25
3	Detail Design, Functional & Technical Schedule K.3			0.25

No	Implementation Services (Project Discipline)	Describe proposal for Knowledge Transfer & Enablement per Implementation Services CCT requirement in Annexure K Schedules K.2 K.5.3 KNOWLEDGE TRANSFER AND RESOURCE INTEGRATION	Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring	Possible Functional Scoring Points
4	Testing Schedule K.4			0.25
5	Training Schedule K.5			0.25
6	Data Migration Schedule K.6			0.25
7	Data Cleansing Schedule K.7			0.25

No	Implementation Services (Project Discipline)	Describe proposal for Knowledge Transfer & Enablement per Implementation Services	Reference from Proposed Tender Methodology and Approach write-up	Possible Functional Scoring Points
		CCT requirement in Annexure K Schedules K.2 K.5.3 KNOWLEDGE TRANSFER AND RESOURCE INTEGRATION	Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring	
8	Post Go-Live Stabilisation & Acceptance Schedule K.8			0
9	Total Possible Functional Scoring Points			1.5

Table F.13.C.2a Proposed Project Implementation Schedule – Technical

Item No	CCT Project Dimensions	Implementation Component	Proposed SAP Module (Licenses)	Action	Proposed Release for SAP Solution				List Sequencing and dependencies of SAP solution component linked to releases where functional areas fit in with motivation of placement in project timeline
					Release 1 - Technical Upgrade	Release 2	Release 3	Release 4	
Examples	Financial Management	mSCOA (F2)	No Specific License	New	Yes		Yes		
	Generic	Mobile & Mobile Field Services; (O4)	SAP Mobile Services SAP Field Service Management SAP Service and Asset Manager	New / Extend	Yes	Yes			Rol-out Asset Mobile solution to replace Angular in Release 1; and migrate other Asset Mobile solutions from UI5 in Releases 2 & 3
Release 1: Technical upgrade of the Current SAP Solutions to SAP HANA as a minimum viable solution landscape to replace and decommission all functionality in Current SAP Solution components that will not migrate; the migration of the Current SAP Solutions data and deployment of new SAP HANA functionality where Current SAP Solution functionality cannot be remediated.									
Other Releases: Deploy Specialised SAP Cloud Products Solutions and out-of-the-box SAP S/4HANA capabilities and functionality not activated during the technical upgrade in line with the Business Requirements Traceability Matrix (BRTM).									
1	Financial Management	Finance (F1)		Upgrade / Extend / New					
2		Budgeting (F3)		Upgrade / Extend / New					
3		Treasury (F4)		Upgrade / Extend / New					

Item No	CCT Project Dimensions	Implementation Component This is to cover the Upgrade / Extend of Current SAP functionality and Current SAP Modules (Licenses) as listed in Annexure I TABLES I.1 / I.2 and New / Extend of Proposed SAP Modules (Licenses)	Proposed SAP Module (Licenses) Including License(s) required Align with Table F.13.C.1a	Action	Proposed Release for SAP Solution				List Sequencing and dependencies of SAP solution component linked to releases where functional areas fit in with motivation of placement in project timeline
					Release 1 - Technical Upgrade	Release 2	Release 3	Release 4	
4	Insurance Management	Insurance (F12)		Not Applicable Part of Asset Management and Financial Management					
5	Municipal Chart of Accounts	mSCOA (F2)		Release 1 - Upgrade After Release 1 - New					
6	Asset Management	Asset Lifecycle Management (O1a)		Upgrade / Extend / New					
7		Repairs and Maintenance (O1b)		Upgrade / Extend / New					
8		Fleet Management (O1d)		Upgrade / Extend / New					
9	Real Estate Management	Property Value Chain (O2) and Real Estate (O3) that includes Land Use Management (LUM) and GIS Integration		Upgrade / Extend / New					

Item No	CCT Project Dimensions	Implementation Component This is to cover the Upgrade / Extend of Current SAP functionality and Current SAP Modules (Licenses) as listed in Annexure I TABLES I.1 / I.2 and New / Extend of Proposed SAP Modules (Licenses)	Proposed SAP Module (Licenses) Including License(s) required Align with Table F.13.C.1a	Action	Proposed Release for SAP Solution				List Sequencing and dependencies of SAP solution component linked to releases where functional areas fit in with motivation of placement in project timeline
					Release 1 - Technical Upgrade	Release 2	Release 3	Release 4	
10	Utilities Management	Revenue Management (F5)		Upgrade / Extend / New					
11		Billing an Invoicing (F6)		Upgrade / Extend / New					
12	Portfolio, Programme and Project Management	Programme and Project Management (F7)		Upgrade / Extend / New					
13	Spend and Supply Chain Management	Procurement (F8)		Upgrade / Extend					
14		Inventory Management (O1c)		Upgrade / Extend					
15		Contract Lifecycle Management (F9)		Upgrade / Extend / New					

Item No	CCT Project Dimensions	Implementation Component This is to cover the Upgrade / Extend of Current SAP functionality and Current SAP Modules (Licenses) as listed in Annexure I TABLES I.1 / I.2 and New / Extend of Proposed SAP Modules (Licenses)	Proposed SAP Module (Licenses) Including License(s) required Align with Table F.13.C.1a	Action	Proposed Release for SAP Solution				List Sequencing and dependencies of SAP solution component linked to releases where functional areas fit in with motivation of placement in project timeline
					Release 1 - Technical Upgrade	Release 2	Release 3	Release 4	
16		Manage Suppliers and Sourcing (F13)		Upgrade / New					
17	Manage Human Resources	Human Capital Management (F14)		New / Extend					
18		Payroll (F10)		Upgrade / New					
19	Service Management	Customer Relationship Management Service Management (F15)		Upgrade / New					
20		Customer Interface Management (F17)		New					
21	Records Lifecycle Management	Records Management (RM) (O7)		Upgrade / Extend / New					

Item No	CCT Project Dimensions	Implementation Component This is to cover the Upgrade / Extend of Current SAP functionality and Current SAP Modules (Licenses) as listed in Annexure I TABLES I.1 / I.2 and New / Extend of Proposed SAP Modules (Licenses)	Proposed SAP Module (Licenses) Including License(s) required Align with Table F.13.C.1a	Action	Proposed Release for SAP Solution				List Sequencing and dependencies of SAP solution component linked to releases where functional areas fit in with motivation of placement in project timeline
					Release 1 - Technical Upgrade	Release 2	Release 3	Release 4	
22		Archiving (O8)		New					
23	Emergency Policing Incident Control Contraventions	EPIC Contraventions (O9)		Upgrade					
24	Generic	Integration (G1)		Upgrade / Extend / New					
25		Reporting Data & Analytics (G3)		Upgrade / Extend / New					
26		Web-Based Self Service (SAP Internal and External portals) (G4)		Upgrade / Extend / New					
27		Workflow (G5)		Upgrade / Extend / New					

Item No	CCT Project Dimensions	Implementation Component This is to cover the Upgrade / Extend of Current SAP functionality and Current SAP Modules (Licenses) as listed in Annexure I TABLES I.1 / I.2 and New / Extend of Proposed SAP Modules (Licenses)	Proposed SAP Module (Licenses) Including License(s) required Align with Table F.13.C.1a	Action	Proposed Release for SAP Solution				List Sequencing and dependencies of SAP solution component linked to releases where functional areas fit in with motivation of placement in project timeline
					Release 1 - Technical Upgrade	Release 2	Release 3	Release 4	
28		Mobile & Mobile Field Services; (O4)		Upgrade / Extend / New					
29		Case Management (O5)		Upgrade / Extend / New					
30		Security and Authorisation Management (O6)		New / Extend					
32	Total Possible Functional Scoring Points				1	1	1	1	4
33	Total Possible Functional Scoring Points				8				

Table F.13.C.2b.1 Proposed Project Implementation Schedule - General

		Motivate relevance to Implementation Services (Project Discipline) CCT requirements in Annexure K with Schedules indicated per Implementation Service				
No	Implementation Services (Project Discipline)	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5
Examples	Key Dependencies	Yes, Project Charter and Project Plan Sign-off	Yes, Communications Plan sign-off	Yes, FTDS and Solution Architecture Blueprint Sign-off per Implementation Component	Yes, completion of UAT and sign-off on Final Acceptance Testing and Test Plan	Yes, Sign-off on Training and Evaluation Approach; and Training Plan and Schedule
1	Estimated Project Phase Duration (Start and End Date) per Project Dimension with further breakdown per Focus Group as per Proposed Future Architecture in Annexure J – CCT Required End Goals and Proposed Future Architecture					
2	Estimated High-Level Activity Duration (Start and End Date) for each Implementation Services (Project Discipline) and for the Implementation Service Detail Design, Functional and Technical breakdown per Implementation Components representing planned implementation					
3	Key Deliverables per Project Phase per Implementation Services (Project Discipline) and Implementation Components					

		Motivate relevance to Implementation Services (Project Discipline) CCT requirements in Annexure K with Schedules indicated per Implementation Service				
No	Implementation Services (Project Discipline)	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5
4	Key dependencies					
5	Critical Path					
6	Resource allocation and resource loading per Implementation Services (Project Discipline) and for the Implementation Service Detail Design, Functional and Technical breakdown per Implementation Components					
7	Testing and Go-Live per release					

		Motivate relevance to Implementation Services (Project Discipline) CCT requirements in Annexure K with Schedules indicated per Implementation Service				
No	Implementation Services (Project Discipline)	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5
8	Quality and Stage Gates					
9	Total Possible Functional Scoring Points					

Table F.13.C.2b.2 Proposed Project Implementation Schedule General continued

		Motivate relevance to Implementation Services (Project Discipline) CCT requirements in Annexure K with Schedules indicated per Implementation Service			Reference from Proposed Project Implementation Schedule in MS Project Validation of Referenced Content in the Implementation Schedule is basis for scoring	Possible Functional Scoring Points
No	Implementation Services (Project Discipline)	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8		
Examples	Key Dependencies	Yes, Sign-off on Data Migration Approach	No given CCT responsibility	Yes, Sign-off on Post Go-Live Stabilisation Approach and Post Go-Live Stabilisation and Acceptance Service Level Agreement	Proposed MS Project Schedule: PM - Task Name 2.3 CM - Task Name 3.3 Design - Task Name 4.4 and 4.6 Testing - Task Name 5.2 Training - Task Name 6.2 Migration - Task Name 7,2 Post Go-Live - Task Name 8,2	
1	Estimated Project Phase Duration (Start and End Date) per Project Dimension with further breakdown per Focus Group as per Proposed Future Architecture in Annexure J – CCT Required End Goals and Proposed Future Architecture	v				2
2	Estimated High-Level Activity Duration (Start and End Date) for each Implementation Services (Project Discipline) and for the Implementation Service Detail Design, Functional and Technical breakdown per Implementation Components representing planned implementation					2

		Motivate relevance to Implementation Services (Project Discipline) CCT requirements in Annexure K with Schedules indicated per Implementation Service			Reference from Proposed Project Implementation Schedule in MS Project Validation of Referenced Content in the Implementation Schedule is basis for scoring	Possible Functional Scoring Points
No	Implementation Services (Project Discipline)	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8		
3	Key Deliverables per Project Phase per Implementation Services (Project Discipline) and Implementation Components					2
4	Key dependencies					1
5	Critical Path					1

		Motivate relevance to Implementation Services (Project Discipline) CCT requirements in Annexure K with Schedules indicated per Implementation Service				
No	Implementation Services (Project Discipline)	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8	Reference from Proposed Project Implementation Schedule in MS Project Validation of Referenced Content in the Implementation Schedule is basis for scoring	Possible Functional Scoring Points
6	Resource allocation and resource loading per Implementation Services (Project Discipline) and for the Implementation Service Detail Design, Functional and Technical breakdown per Implementation Components					1
7	Testing and Go-Live per release					1
8	Quality and Stage Gates					1
9	Total Possible Functional Scoring Points					11

Table F.13.C.3.1 Proposed Project Implementation Organisation Structure - Roles and Responsibilities

			Provide number of resources against a role per Implementation Services (Project Disciplines)							
			CCT requirements in Annexure K with Schedules indicated per Implementation Service							
No	Unique Role	High-level Role Responsibilities with Reference to Proposed Tender Methodology and Approach write-up	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8
Examples	Lead Enterprise Architect	Lead development of Solution Architecture Blueprint and Cut-over Plan per release; and oversee development of FTDS			1					
	Integration Specialist	API management and, Cloud Integration/ including, error handling, and DevOps for integrations			3					
	Principal Property Rates Consultant	SAP REM Configuration and Set-up Analysis			1					
	Principal Time Management Consultant	SAP HCM Time Configuration			2					
	Test Lead	Lead development of test plan; responsible for test planning with resource allocation, reporting on all test activities and test outcomes; and aligning testing to software deployment				1				
1										
2										
3										
4										

			Provide number of resources against a role per Implementation Services (Project Disciplines)							
			CCT requirements in Annexure K with Schedules indicated per Implementation Service							
No	Unique Role	High-level Role Responsibilities with Reference to Proposed Tender Methodology and Approach write-up Aligned to CCT Responsibility Requirements defined in Annexure K Implementation Services - Schedules K.1 to K.8 Implementation Components - Schedules K.9 to K.13 Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8
5										
6										
7										
8										
9										
10										
11										

			Provide number of resources against a role per Implementation Services (Project Disciplines)							
			CCT requirements in Annexure K with Schedules indicated per Implementation Service							
No	Unique Role	High-level Role Responsibilities with Reference to Proposed Tender Methodology and Approach write-up Aligned to CCT Responsibility Requirements defined in Annexure K Implementation Services - Schedules K.1 to K.8 Implementation Components - Schedules K.9 to K.13 Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8
12										
13										
14										
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16										
17										
18										

			Provide number of resources against a role per Implementation Services (Project Disciplines)							
			CCT requirements in Annexure K with Schedules indicated per Implementation Service							
No	Unique Role	High-level Role Responsibilities with Reference to Proposed Tender Methodology and Approach write-up Aligned to CCT Responsibility Requirements defined in Annexure K Implementation Services - Schedules K.1 to K.8 Implementation Components - Schedules K.9 to K.13 Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8
19										
20										
21										
22										
23										
24										
25										

			Provide number of resources against a role per Implementation Services (Project Disciplines)							
			CCT requirements in Annexure K with Schedules indicated per Implementation Service							
No	Unique Role	High-level Role Responsibilities with Reference to Proposed Tender Methodology and Approach write-up	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8
		Aligned to CCT Responsibility Requirements defined in Annexure K Implementation Services - Schedules K.1 to K.8 Implementation Components - Schedules K.9 to K.13 Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring								
26										
27										
28										
29										
30										
31										
32										

			Provide number of resources against a role per Implementation Services (Project Disciplines)							
			CCT requirements in Annexure K with Schedules indicated per Implementation Service							
No	Unique Role	High-level Role Responsibilities with Reference to Proposed Tender Methodology and Approach write-up	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8
		Aligned to CCT Responsibility Requirements defined in Annexure K Implementation Services - Schedules K.1 to K.8 Implementation Components - Schedules K.9 to K.13 Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring								
33										
34										
35										
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38										
39										

			Provide number of resources against a role per Implementation Services (Project Disciplines)							
			CCT requirements in Annexure K with Schedules indicated per Implementation Service							
No	Unique Role	High-level Role Responsibilities with Reference to Proposed Tender Methodology and Approach write-up Aligned to CCT Responsibility Requirements defined in Annexure K Implementation Services - Schedules K.1 to K.8 Implementation Components - Schedules K.9 to K.13 Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8
40										
41										
42										
43										
44										
45										
46										

			Provide number of resources against a role per Implementation Services (Project Disciplines)							
			CCT requirements in Annexure K with Schedules indicated per Implementation Service							
No	Unique Role	High-level Role Responsibilities with Reference to Proposed Tender Methodology and Approach write-up	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8
		Aligned to CCT Responsibility Requirements defined in Annexure K Implementation Services - Schedules K.1 to K.8 Implementation Components - Schedules K.9 to K.13 Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring								
47										
48										
49										
50										
51										
52										
53										

			Provide number of resources against a role per Implementation Services (Project Disciplines)							
			CCT requirements in Annexure K with Schedules indicated per Implementation Service							
No	Unique Role	High-level Role Responsibilities with Reference to Proposed Tender Methodology and Approach write-up	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8
		Aligned to CCT Responsibility Requirements defined in Annexure K Implementation Services - Schedules K.1 to K.8 Implementation Components - Schedules K.9 to K.13 Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring								
54										
55										
56										
57										
58										
59										
60										

			Provide number of resources against a role per Implementation Services (Project Disciplines)							
			CCT requirements in Annexure K with Schedules indicated per Implementation Service							
No	Unique Role	High-level Role Responsibilities with Reference to Proposed Tender Methodology and Approach write-up Aligned to CCT Responsibility Requirements defined in Annexure K Implementation Services - Schedules K.1 to K.8 Implementation Components - Schedules K.9 to K.13 Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8
61										
62										
63										
64										
65										
66										
67										

			Provide number of resources against a role per Implementation Services (Project Disciplines)							
			CCT requirements in Annexure K with Schedules indicated per Implementation Service							
No	Unique Role	High-level Role Responsibilities with Reference to Proposed Tender Methodology and Approach write-up Aligned to CCT Responsibility Requirements defined in Annexure K Implementation Services - Schedules K.1 to K.8 Implementation Components - Schedules K.9 to K.13 Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8
68										
69										
70										
71										
72										
73										

			Provide number of resources against a role per Implementation Services (Project Disciplines)							
			CCT requirements in Annexure K with Schedules indicated per Implementation Service							
No	Unique Role	High-level Role Responsibilities with Reference to Proposed Tender Methodology and Approach write-up	Project Management and Governance Schedule K.1	Change Management incl. Communications Schedule K.2	Detail Design, Functional & Technical Schedule K.3	Testing Schedule K.4	Training Schedule K.5	Data Migration Schedule K.6	Data Cleansing Schedule K.7	Post Go-Live Stabilisation & Acceptance Schedule K.8
		Aligned to CCT Responsibility Requirements defined in Annexure K Implementation Services - Schedules K.1 to K.8 Implementation Components - Schedules K.9 to K.13 Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring								
74										
75										
76	Possible Functional Scoring Points	2	0.25	0.25	0.5	0.5	0.5	0.5	0.25	0.25
77	Total Possible Functional Scoring Points (next table)									

Table F.13.C.3.2 Proposed Project Implementation Organisation Structure - Roles and Responsibilities continued

No	Unique Role	Allocation to Proposed Project Critical Role Reference Critical Role from F.13.D.1	Proposed Project Dimension												Anticipated to be South Africa Based Indicate with YES / NO	Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
			Financial Management	Asset Management	Real Estate Management	Utilities Management	Portfolio, Programme and Project Management	Service Management	Spend and Supply Chain Management	Human Capital Management	Generic	Records Management	Archiving	EPIC Contraventions		
Examples	Lead Enterprise Architect	Lead Architect	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
	Integration Specialist	n/a	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes					
	Principal Property Rates Consultant	n/a			Yes											
	Principal Time Mgmt Consultant	n/a								Yes						
	Test Lead	Test Lead	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes						
1																
2																
3																
4																
5																
6																

No	Unique Role	Allocation to Proposed Project Critical Role Reference Critical Role from F.13.D.1	Proposed Project Dimension												Anticipated to be South Africa Based Indicate with YES / NO	Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
			Financial Management	Asset Management	Real Estate Management	Utilities Management	Portfolio, Programme and Project Management	Service Management	Spend and Supply Chain Management	Human Capital Management	Generic	Records Management	Archiving	EPIC Contraventions		
7																
8																
9																
10																
11																
12																
13																
14																
15																
16																
17																
18																

No	Unique Role	Allocation to Proposed Project Critical Role Reference Critical Role from F.13.D.1	Proposed Project Dimension												Anticipated to be South Africa Based Indicate with YES / NO	Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
			Financial Management	Asset Management	Real Estate Management	Utilities Management	Portfolio, Programme and Project Management	Service Management	Spend and Supply Chain Management	Human Capital Management	Generic	Records Management	Archiving	EPIC Contraventions		
19																
20																
21																
22																
23																
24																
25																
26																
27																
28																
29																
30																

No	Unique Role	Allocation to Proposed Project Critical Role Reference Critical Role from F.13.D.1	Proposed Project Dimension												Anticipated to be South Africa Based Indicate with YES / NO	Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
			Financial Management	Asset Management	Real Estate Management	Utilities Management	Portfolio, Programme and Project Management	Service Management	Spend and Supply Chain Management	Human Capital Management	Generic	Records Management	Archiving	EPIC Contraventions		
31																
32																
33																
34																
35																
36																
37																
38																
39																
40																
41																
42																

No	Unique Role	Allocation to Proposed Project Critical Role Reference Critical Role from F.13.D.1	Proposed Project Dimension												Anticipated to be South Africa Based Indicate with YES / NO	Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
			Financial Management	Asset Management	Real Estate Management	Utilities Management	Portfolio, Programme and Project Management	Service Management	Spend and Supply Chain Management	Human Capital Management	Generic	Records Management	Archiving	EPIC Contraventions		
43																
44																
45																
46																
47																
48																
49																
50																
51																
52																
53																
54																

No	Unique Role	Allocation to Proposed Project Critical Role Reference Critical Role from F.13.D.1	Proposed Project Dimension												Anticipated to be South Africa Based Indicate with YES / NO	Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
			Financial Management	Asset Management	Real Estate Management	Utilities Management	Portfolio, Programme and Project Management	Service Management	Spend and Supply Chain Management	Human Capital Management	Generic	Records Management	Archiving	EPIC Contraventions		
55																
56																
57																
58																
59																
60																
61																
62																
63																
64																
65																
66																

No	Unique Role	Allocation to Proposed Project Critical Role Reference Critical Role from F.13.D.1	Proposed Project Dimension												Anticipated to be South Africa Based Indicate with YES / NO	Reference from Proposed Tender Methodology and Approach write-up Validation of Referenced Content in the Proposed Tender Methodology and Approach write-up is basis for scoring
			Financial Management	Asset Management	Real Estate Management	Utilities Management	Portfolio, Programme and Project Management	Service Management	Spend and Supply Chain Management	Human Capital Management	Generic	Records Management	Archiving	EPIC Contraventions		
67																
68																
69																
70																
71																
72																
73																
74																
75																
76	Possible Functional Scoring Points		0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.2	0.2	0.1		
77	Total Possible Functional Scoring Points		10													

Schedule F.13.D: Functionality Criteria – Team Member Experience

F.13.D.1 Team Member Experience is to be completed as per the table below.

F.13.D.2 For purposes of scoring evaluation criteria “Team Member Experience” only the CCT Critical Roles are included.

F.13.D.3 Tenderer to provide CV with certified copies of qualifications and certifications for each team member listed in Schedule F.13.D. The CVs are to be in a standard format as per CCT provided CV template.

F.13.D.4 The Tenderer **must** list the CVs with certified copies of qualifications and certifications in Annexure F (Tender Returnable Documents) Schedule F.11 (List of Other Documents Attached by Tenderer) below and attach copies thereof to Schedule F.11 below.

F.13.D.5 All Functionality criteria must be addressed in accordance with the scope and requirements of Annexures I and J and the Framework Objectives in Annexure K.

F.13.D.6 Each bidder must explicitly map responses in Annexure F Schedules F.13.B–M to the relevant Annexure, identifying any deviations or alternative proposals.

F.13.D.7 The absence of supporting documentation for any sub-criterion will result in a score of zero for that item but will not disqualify the bidder unless the requirement forms part of the Eligibility Criteria in T.2.2.

Tenderer has Team Member Experience for:	Table	Excel Tab Name
Team Member Experience for the CCT Critical Roles	F.13.D.1a F.13.D.1b	F.13.D.1 Team Member Experience

F.13.D.8 The CCT minimum requirements for Team Member Experience are defined in the table below.

Tendered has attached supporting documentation for Team Member Experience that includes:
1. Team member allocated to only 1 (one) of the Proposed Project Critical Role roles
2. Team member experience aligns with the minimum CCT Requirements for the Project Critical Role
3. Skill set of the proposed team members.
4. Areas of Discipline / Specialities
5. Details of Company the team members are coming from
6. CV per Team Member
7. Certified copies of Team Member Qualifications and Certificates
8. Certified copies of Team Member SAP Module Certificates

FAILURE TO PROVIDE RELEVANT PROOF WILL RESULT IN ZERO POINT ALLOCATION

- F.13.D.9** Note that this is the minimum required information on which Tenderers will be evaluated for this schedule; but Tenderers are encouraged to provide any additional information believed to be necessary to support.
- F.13.D.10** Missing proof should equate to zero points (not non-responsiveness) unless a document is an eligibility item (which would be non-responsive).
- F.13.C.11** Use the below CITY OF CAPE TOWN CV TEMPLATE for the CVs.

CITY OF CAPE TOWN CV TEMPLATE

Name of Candidate (subject person of this CV):		
Is the candidate an employee of your company or a subcontractor:		
Your company's name:		

Candidate Summary

Area of Specialization	
Total IT experience	
Availability (date)	
Is the candidate considering other offers? (Yes or No)	

Professional Experience Summary:

Provide a concise overview of your relevant professional experience. Focus on key projects, areas of expertise, and major achievements related to this tender. Please limit your response to the table below

Employer	Role	Period

Summary of Qualifications/Training

Name of Institution	Qualification	Date Completed

Summary of Skills

Technical Skills Self-Assessment by Contractor

Please indicate, by placing a tick in the appropriate box that closely represents your current skill level, based on the Skill Levels table below.

Skill Levels
1. Junior (6months experience)
2 Experienced (need supervision from time to time, can deliver at an acceptable quality)
3 Well experienced (senior, completed a few projects at a sufficient level of this skill)
4 Experienced (team leader, post senior)
5 Expert (competent leader, teacher, specialist)

[illegible]

Table F.13.D.1a Team Member Experience

No	Name of Proposed Team Member	Proposed Project Critical Role	Minimum CCT Requirements for the Project Critical Role	Team Member Skillset Summary Include solution and generic skills
Example	Joe Soap	Programme Manager	- 8+ years - Recognised Project Management accreditation and qualification - Project Management Skills, including Project Management methodology, Interpersonal Skills and SAP Landscape Knowledge - Project Management Delivery Leadership	- 10+ years - PM Bok - Managed 3 full SAP ERP project life cycles
1		Programme Manager	- 8+ years - Recognised Project Management accreditation and qualification - Project Management Skills, including Project Management methodology, Interpersonal Skills and SAP Landscape Knowledge - Project Management Delivery Leadership	
2		Principal Project Manager	- 8+ years - Recognised Project Management accreditation and qualification - Project Management Skills, including Project Management methodology, Interpersonal Skills and SAP Landscape Knowledge - Project Management Delivery Leadership	
3		Change Lead	- 8+ years - Recognised Change Management accreditation/ qualification - Experience in at least one of the following areas, but with a working knowledge of all: * Change Management * Transformation Management * Organizational Design & Development * - Change Management Delivery Leadership	

No	Name of Proposed Team Member	Proposed Project Critical Role	Minimum CCT Requirements for the Project Critical Role	Team Member Skillset Summary Include solution and generic skills
4		Architect Lead	- 8+ years - Relevant SAP Architecture Certification (e.g., TOGAF plus SAP certifications) - Solution blueprinting, integration patterns, clean core, extensibility on SAP BTP, governance and SAP upgrade or new implementation - Project architecture and delivery leadership	
5		Senior Solution Architect	- 5+ years - SAP SOLMAN Certification - SOLMAN System Configuration and Set-up Analysis and Solution Definition Project Execution - Project architecture and delivery leadership	
6		Senior Data Architect	- 8+years - SAP BW/4HANA or SAP Datasphere Certification (or equivalent) - Data modelling, data migration including Extract, Transform and Load (ETL), data quality, data governance, analytics integration (SAC/BW) - Project Data Architecture and delivery leadership	
7		Functional Lead (Overall)	- 8+ years - Bachelor's level degree or SAP related qualification - SAP Configuration and Set-up, development of functional and technical design specifications - Project Delivery Leadership	

No	Name of Proposed Team Member	Proposed Project Critical Role	Minimum CCT Requirements for the Project Critical Role	Team Member Skillset Summary Include solution and generic skills
8		Development Lead	- 8+ years - Developer specific SAP Certification for all levels - Analysing business requirements and identifying configuration, programming, report, interface, output files, security and roles requirements - Performing SA Object Oriented Testing and Debugging - Project Delivery leadership	
9		Deployment Lead	- 8+ years - SAP Activate / Project Management Certification - Cutover planning, runbooks, rehearsal/mock conversions, readiness checkpoints, comms and hyper care leadership - Project Deployment leadership	
10		Basis Lead	- 8+ years - SAP Basis / SAP HANA Administration Certification - System installs/upgrades, client copies, performance tuning, transport management, backup / recovery, security, and monitoring - Technical Delivery Leadership	
11		Technical Lead	- 8+ years - Relevant SAP Technology Certifications - Cross-module technical design, integrations, security, monitoring, and performance - Technical Delivery Leadership	

No	Name of Proposed Team Member	Proposed Project Critical Role	Minimum CCT Requirements for the Project Critical Role	Team Member Skillset Summary Include solution and generic skills
12		Test Lead	- 8+ years - Bachelor's level degree or SAP related qualification - Ability to test application in all required SAP testing phases - Testing Delivery leadership	
13		Training Lead	- 8+ years - SAP Enable Now (or equivalent) Certification (preferred) - Training strategy, curriculum design, role-based learning paths, content development, scheduling, and adoption tracking -- Training Delivery leadership	
14		Data Migration Lead	- 8+ years - SAP Data Services / Migration Certification (preferred) - Data extraction, transformation, load (ETL), validation, and reconciliation S/4 conversion tooling and approach - Migration Delivery Leadership	
15		Security and Authorisation Lead	- 8+ years - SAP Authorisations Certification / SAP GRC Certification -SAP Authorisation System Configuration and Setup, Analysis and Solution implementation and Project Execution - Security and Authorisation Delivery Leadership	

No	Name of Proposed Team Member	Proposed Project Critical Role	Minimum CCT Requirements for the Project Critical Role	Team Member Skillset Summary Include solution and generic skills
16		Quality Assurance Lead	- 8+ years - Bachelor's level degree or SAP related qualification - Quality Assurance set-up, preparation and execution including quality gate reviews - Quality Assurance Delivery Leadership	

Table F.13.D.1b Team Member Experience continued

No	Name of Proposed Team Member	Proposed Project Critical Role	Period of Relevant Experience In Months	Team Member Area of Discipline /Specialities List Implementation Components to lowest level of detail with indication if SAP Module certification	Company Team Member Belongs to Consortium to provide Company employee belongs to	CV Attached	Qualifications Attached	Relevant Certifications Attached	Number of Modules Certified for
Example	Joe Soap	Programme Manager	240	Managed upgrade project and SAP S/4HANA, SuccessFactors and Ariba project	Company Test Lab	Yes	Yes	Yes	0
1		Programme Manager							
2		Principal Project Manager							
3		Change Lead							

No	Name of Proposed Team Member	Proposed Project Critical Role	Period of Relevant Experience In Months	Team Member Area of Discipline /Specialities List Implementation Components to lowest level of detail with indication if SAP Module certification	Company Team Member Belongs to Consortium to provide Company employee belongs to	CV Attached	Qualifications Attached	Relevant Certifications Attached	Number of Modules Certified for
4		Architect Lead							
5		Senior Solution Architect							
6		Senior Data Architect							
7		Functional Lead (Overall)							

No	Name of Proposed Team Member	Proposed Project Critical Role	Period of Relevant Experience In Months	Team Member Area of Discipline /Specialities List Implementation Components to lowest level of detail with indication if SAP Module certification	Company Team Member Belongs to Consortium to provide Company employee belongs to	CV Attached	Qualifications Attached	Relevant Certifications Attached	Number of Modules Certified for
8		Development Lead							
9		Deployment Lead							
10		Basis Lead							
11		Technical Lead							

No	Name of Proposed Team Member	Proposed Project Critical Role	Period of Relevant Experience In Months	Team Member Area of Discipline /Specialities List Implementation Components to lowest level of detail with indication if SAP Module certification	Company Team Member Belongs to Consortium to provide Company employee belongs to	CV Attached	Qualifications Attached	Relevant Certifications Attached	Number of Modules Certified for
12		Test Lead							
13		Training Lead							
14		Data Migration Lead							
15		Security and Authorisation Lead							

No	Name of Proposed Team Member	Proposed Project Critical Role	Period of Relevant Experience In Months	Team Member Area of Discipline /Specialities List Implementation Components to lowest level of detail with indication if SAP Module certification	Company Team Member Belongs to Consortium to provide Company employee belongs to	CV Attached	Qualifications Attached	Relevant Certifications Attached	Number of Modules Certified for
16		Quality Assurance Lead							

Schedule F.13.E: Functionality Criteria – Project Management and Governance

F.13.E.1 Tenderer Compliance to Specifications as per **Section 2.2.1.1.7** for Implementation Service **Project Management and Governance** will be evaluated from the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure.

F.13.E.2 The CCT minimum requirements for Implementation Service Project Management and Governance are defined in the table below.

Tenderer to provide in response confirmation

F.13.E.3 All Functionality criteria must be addressed in accordance with the scope and requirements of Annexures I and J and the Framework Objectives in Annexure K.

F.13.E.4 Each bidder must explicitly map responses in Annexure F Schedules F.13.B–M to the relevant Annexure, identifying any deviations or alternative proposals.

F.13.E.5 The absence of supporting documentation for any sub-criterion will result in a score of zero for that item but will not disqualify the bidder unless the requirement forms part of the Eligibility Criteria in T.2.2.

Tendered has provided in the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure **adequately for Project Management and Governance:**

1. Project Management related Strategy, Methodology, Approach cater for CCT requirements as documented in Annexure K Schedule K.1 and reflects in Price Schedules.
2. Proposed Project Implementation Schedule includes project management and governance related milestones with associated deliverables that link to the Proposed Tender Methodology and Approach and the Price Schedule.
3. Proposed Project Implementation Organisation Structure includes project management and governance related roles and responsibilities; and related CCT Critical Roles has suitable named resources.
4. Details of innovative Project Management practices are recommended for this implementation.

FAILURE TO PROVIDE RELEVANT PROOF WILL RESULT IN ZERO POINT ALLOCATION

F.13.E.6 Note that this is the minimum required information on which Tenderers will be evaluated for this schedule; but Tenderers are encouraged to provide any additional information believed to be necessary to support.

F.13.E.7 Missing proof should equate to zero points (not non-responsiveness) unless a document is an eligibility item (which would be non-responsive).

Schedule F.13.F: Functionality Criteria – Change Management including Communications

- F.13.F.1** Tenderer Compliance to Specifications as per **Section 2.2.1.1.7** for Implementation Service **Change Management including Communications** will be evaluated from the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure.
- F.13.F.2** The CCT minimum requirements for Implementation Service Change Management including Communications are defined in the table below.
- F.13.F.3** All Functionality criteria must be addressed in accordance with the scope and requirements of Annexures I and J and the Framework Objectives in Annexure K.
- F.13.F.4** Each bidder must explicitly map responses in Annexure F Schedules F.13.B–M to the relevant Annexure, identifying any deviations or alternative proposals.
- F.13.F.5** The absence of supporting documentation for any sub-criterion will result in a score of zero for that item but will not disqualify the bidder unless the requirement forms part of the Eligibility Criteria in T.2.2.

Tendered has provided in the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure adequately for Change Management including Communications:

1.	Change Management including Communications related Strategy, Methodology and Approach cater for CCT requirements as documented in Annexure K Schedule K.2 and reflects in Price Schedules.
2.	Proposed Project Implementation Schedule includes Change Management including Communications related milestones with associated deliverables that link to the Proposed Tender Methodology and Approach and the Price Schedule.
3.	Proposed Project Implementation Organisation Structure includes Change Management including Communications roles and responsibilities; and related CCT Critical Roles has suitable named resources.
4.	Details of innovative Change Management including Communications practices are recommended for this implementation.

FAILURE TO PROVIDE RELEVANT PROOF WILL RESULT IN ZERO POINT ALLOCATION

- F.13.F.6** Note that this is the minimum required information on which Tenderers will be evaluated for this schedule; but Tenderers are encouraged to provide any additional information believed to be necessary to support.
- F.13.F.7** Missing proof should equate to zero points (not non-responsiveness) unless a document is an eligibility item (which would be non-responsive).

Schedule F.13.G: Functionality Criteria – Detail Design, Functional and Technical

- F.13.G.1** Tenderer Compliance to Specifications as per **Section 2.2.1.1.7** for Implementation Service **Change Management including Communications** will be evaluated from the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure.
- F.13.G.2** The CCT minimum requirements for Implementation Service Change Management including Communications are defined in the table below.
- F.13.G.3** All Functionality criteria must be addressed in accordance with the scope and requirements of Annexures I and J and the Framework Objectives in Annexure K.
- F.13.G.4** Each bidder must explicitly map responses in Annexure F Schedules F.13.B–M to the relevant Annexure, identifying any deviations or alternative proposals.
- F.13.G.5** The absence of supporting documentation for any sub-criterion will result in a score of zero for that item but will not disqualify the bidder unless the requirement forms part of the Eligibility Criteria in T.2.2.

Tendered has provided in the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure adequately for Detail Design:

1. Detail Design, Functional and Technical related Strategy, Methodology and Approach cater for CCT requirements as documented in Annexure K Schedule K.3 and reflects in Price Schedules.
2. Proposed Project Implementation Schedule includes Detail Design, Functional and Technical related milestones with associated deliverables that link to the Proposed Tender Methodology and Approach and Price Schedule.
3. Proposed Project Implementation Organisation Structure includes Detail Design, Functional and Technical roles and responsibilities, and related CCT Critical Roles has suitable named resources.
4. Details of innovative Detail Design, Functional and Technical practices are recommended for this implementation.

FAILURE TO PROVIDE RELEVANT PROOF WILL RESULT IN ZERO POINT ALLOCATION

- F.13.G.6** Note that this is the minimum required information on which Tenderers will be evaluated for this schedule; but Tenderers are encouraged to provide any additional information believed to be necessary to support.
- F.13.G.7** Missing proof should equate to zero points (not non-responsiveness) unless a document is an eligibility item (which would be non-responsive).

Schedule F.13.H: Functionality Criteria – Testing

- F.13.H.1** Tenderer Compliance to Specifications as per **Section 2.2.1.1.7** for Implementation Service **Testing** will be evaluated from the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure.
- F.13.H.2** The CCT minimum requirements for Implementation Service **Testing** are defined in the table below.
- F.13.H.3** All Functionality criteria must be addressed in accordance with the scope and requirements of Annexures I and J and the Framework Objectives in Annexure K.
- F.13.H.4** Each bidder must explicitly map responses in Annexure F Schedules F.13.B–M to the relevant Annexure, identifying any deviations or alternative proposals.
- F.13.H.5** The absence of supporting documentation for any sub-criterion will result in a score of zero for that item but will not disqualify the bidder unless the requirement forms part of the Eligibility Criteria in T.2.2.

Tendered has provided in the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure adequately for Testing:

1. Testing related Strategy, Methodology and Approach cater for CCT requirements as documented in Annexure K Schedule K.4 and reflects in Price Schedules.
2. Proposed Project Implementation Schedule includes Testing related milestones with associated deliverables that link to the Proposed Tender Methodology and Approach and the Price Schedules.
3. Proposed Project Implementation Organisation Structure includes Testing roles and responsibilities, and related CCT Critical Roles has suitable named resources.
4. Details of innovative Testing practices are recommended for this implementation
5. Testing related Strategy, Methodology and Approach address the Achievement of Scope of Work based on BRTM.

FAILURE TO PROVIDE RELEVANT PROOF WILL RESULT IN ZERO POINT ALLOCATION

- F.13.H.6** Note that this is the minimum required information on which Tenderers will be evaluated for this schedule; but Tenderers are encouraged to provide any additional information believed to be necessary to support.
- F.13.H.7** Missing proof should equate to zero points (not non-responsiveness) unless a document is an eligibility item (which would be non-responsive).

Schedule F.13.I: Functionality Criteria – Training

- F.13.I.1** Tenderer Compliance to Specifications as per **Section 2.2.1.1.7** for Implementation Service **Training** will be evaluated from the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure.
- F.13.I.2** The CCT minimum requirements for Implementation Service **Training** are defined in the table below.
- F.13.I.3** All Functionality criteria must be addressed in accordance with the scope and requirements of Annexures I and J and the Framework Objectives in Annexure K.
- F.13.I.4** Each bidder must explicitly map responses in Annexure F Schedules F.13.B–M to the relevant Annexure, identifying any deviations or alternative proposals.
- F.13.I.5** The absence of supporting documentation for any sub-criterion will result in a score of zero for that item but will not disqualify the bidder unless the requirement forms part of the Eligibility Criteria in T.2.2.

Tendered has provided in the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure adequately for Training:

1. Training related Strategy, Methodology and Approach cater for CCT requirements as documented in Annexure K Schedule K.5 and reflects in Price Schedules.
2. Proposed Project Implementation Schedule includes Training milestones with associated deliverables that link to the Proposed Tender Methodology and Approach and the Price Schedule.
3. Proposed Project Implementation Organisation Structure includes Training roles and responsibilities, and related CCT Critical Roles has suitable named resources.
4. Details of innovative Training practices are recommended for this implementation

FAILURE TO PROVIDE RELEVANT PROOF WILL RESULT IN ZERO POINT ALLOCATION

- F.13.I.6** Note that this is the minimum required information on which Tenderers will be evaluated for this schedule; but Tenderers are encouraged to provide any additional information believed to be necessary to support.
- F.13.I.7** Missing proof should equate to zero points (not non-responsiveness) unless a document is an eligibility item (which would be non-responsive).

Schedule F.13.J: Functionality Criteria – Data Migration

- F.13.J.1** Tenderer Compliance to Specifications as per Section 2.2.1.1.7 for Implementation Service **Data Migration** will be evaluated from the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure.
- F.13.J.2** The CCT minimum requirements for Implementation Service **Data Migration** are defined in the table below.
- F.13.J.3** All Functionality criteria must be addressed in accordance with the scope and requirements of Annexures I and J and the Framework Objectives in Annexure K.
- F.13.J.4** Each bidder must explicitly map responses in Annexure F Schedules F.13.B–M to the relevant Annexure, identifying any deviations or alternative proposals.
- F.13.J.5** The absence of supporting documentation for any sub-criterion will result in a score of zero for that item but will not disqualify the bidder unless the requirement forms part of the Eligibility Criteria in T.2.2.

Tendered has provided in the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure adequately for Data Migration:

1. Data Migration related Strategy, Methodology and Approach cater for CCT requirements as documented in Annexure K Schedule K.6 and reflects in Price Schedules.
2. Proposed Project Implementation Schedule includes Data Migration milestones with associated deliverables that link to the Proposed Tender Methodology and Approach and the Price Schedule.
3. Proposed Project Implementation Organisation Structure includes Data Migration roles and responsibilities, and related CCT Critical Roles has suitable named resources.
4. Details of innovative Data Migration practices are recommended for this implementation

FAILURE TO PROVIDE RELEVANT PROOF WILL RESULT IN ZERO POINT ALLOCATION

- F.13.J.6** Note that this is the minimum required information on which Tenderers will be evaluated for this schedule; but Tenderers are encouraged to provide any additional information believed to be necessary to support.
- F.13.J.7** Missing proof should equate to zero points (not non-responsiveness) unless a document is an eligibility item (which would be non-responsive).

Schedule F.13.K: Functionality Criteria – Data Cleansing

- F.13.K.1** Tenderer Compliance to Specifications as per **Section 2.2.1.1.7** for Implementation Service **Data Cleansing** will be evaluated from the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure.
- F.13.K.2** The CCT minimum requirements for Implementation Service **Data Cleansing** are defined in the table below.
- F.13.K.3** All Functionality criteria must be addressed in accordance with the scope and requirements of Annexures I and J and the Framework Objectives in Annexure K.
- F.13.K.4** Each bidder must explicitly map responses in Annexure F Schedules F.13.B–M to the relevant Annexure, identifying any deviations or alternative proposals.
- F.13.K.5** The absence of supporting documentation for any sub-criterion will result in a score of zero for that item but will not disqualify the bidder unless the requirement forms part of the Eligibility Criteria in T.2.2.

Tendered has provided in the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure adequately for Data Cleansing:

1. Data Cleansing related Strategy, Methodology and Approach cater for CCT requirements as documented in Annexure K Schedule K.7 and reflects in Price Schedules.
2. Proposed Project Implementation Schedule includes Data Cleansing milestones with associated deliverables that link to the Proposed Tender Methodology and Approach and the Price Schedule.
3. Proposed Project Implementation Organisation Structure includes Data Cleansing roles and responsibilities, and related CCT Critical Roles has suitable named resources.

FAILURE TO PROVIDE RELEVANT PROOF WILL RESULT IN ZERO POINT ALLOCATION

- F.13.K.6** Note that this is the minimum required information on which Tenderers will be evaluated for this schedule; but Tenderers are encouraged to provide any additional information believed to be necessary to support.
- F.13.K.7** Missing proof should equate to zero points (not non-responsiveness) unless a document is an eligibility item (which would be non-responsive).

Schedule F.13.L Functionality Criteria – Post Go-Live Stabilisation and Acceptance

- F.13.L.1** Tenderer Compliance to Specifications as per **Section 2.2.1.1.7** for Implementation Service **Post Go-Live Stabilisation and Acceptance** will be evaluated from the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure.
- F.13.L.2** The CCT minimum requirements for Implementation Service **Post Go-Live Stabilisation and Acceptance** are defined in the table below.
- F.13.L.3** All Functionality criteria must be addressed in accordance with the scope and requirements of Annexures I and J and the Framework Objectives in Annexure K.
- F.13.L.4** Each bidder must explicitly map responses in Annexure F Schedules F.13.B–M to the relevant Annexure, identifying any deviations or alternative proposals.
- F.13.L.5** The absence of supporting documentation for any sub-criterion will result in a score of zero for that item but will not disqualify the bidder unless the requirement forms part of the Eligibility Criteria in T.2.2.

Tendered has provided in the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure adequately for Post Go-Live Stabilisation and Acceptance:

1. Post Go-Live Stabilisation and Acceptance related Strategy, Methodology and Approach cater for CCT requirements as documented in Annexure K Schedule K.8 and reflects in Price Schedules.
2. Proposed Project Implementation Schedule includes Post Go-Live Stabilisation and Acceptance milestones with associated deliverables that link to the Proposed Tender Methodology and Approach and the Price Schedule.
3. Proposed Project Implementation Organisation Structure includes Post Go-Live Stabilisation and Acceptance roles and responsibilities, and related CCT Critical Roles has suitable named resources.
4. Details of innovative Post Go-Live Stabilisation and Acceptance practices are recommended for this implementation.

FAILURE TO PROVIDE RELEVANT PROOF WILL RESULT IN ZERO POINT ALLOCATION

- F.13.L.6** Note that this is the minimum required information on which Tenderers will be evaluated for this schedule; but Tenderers are encouraged to provide any additional information believed to be necessary to support.
- F.13.L.7** Missing proof should equate to zero points (not non-responsiveness) unless a document is an eligibility item (which would be non-responsive).

Schedule F.13.M Achievement of Solution Scope of Work

F.13.M.1 Tenderer Compliance to Specifications as per **Section 2.2.1.1.7** for **Achievement of Scope of Work** will be evaluated from the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure. For clarity, F.13.M will be evaluated in accordance with the classification of requirements and evaluation consequences set out in clause 2.2.1.1.7(c).

F.13.M.2 The CCT minimum requirements for **Achievement of Scope of Work** are defined in the table below considering the CCT minimum requirements provided in the following Annexures:

1. Annexure I: Requirements captured in the BRTM
2. Annexure J: CCT Required End Goals and Proposed Future Architecture;
3. Annexure K Schedule K.9 Framework – Records Management
4. Annexure K Schedule K.10 Framework – Archiving
5. Annexure K Schedule K.11 Framework – Reporting, Data and Analysis
6. Annexure K Schedule K.12 Framework – Workflows
7. Annexure K Schedule K.13 Framework – EPIC Contraventions
8. Annexure L: SAP Assessments and Current SAP Environments.

F.13.M.3 All Functionality criteria must be addressed in accordance with the scope and requirements of Annexures I and J and the Framework Objectives in Annexure K.

F.13.M.4 Each bidder must explicitly map responses in Annexure F Schedules F.13.B–M to the relevant Annexure, identifying any deviations or alternative proposals.

F.13.M.5 The absence of supporting documentation for any sub-criterion will result in a score of zero for that item but will not disqualify the bidder unless the requirement forms part of the Eligibility Criteria in T.2.2.

Tenderer has provided in the Proposed Tender Methodology and Approach write-up, Proposed Project Implementation Schedule and Proposed Project Implementation Organisation Structure the implementation approach, proposed architecture with SAP HANA licenses, release allocations, sequencing and dependency motivations aligned with Price Schedules for achievement of Solution Scope of Work for the Project Dimensions below:

1. Financial Management including Finance (F1); Budgeting (F3) and Treasury (F4)

2. Insurance Management including Insurance (F12)

3. Municipal Chart of Accounts including mSCOA (F2)

4. Asset Management including Asset Lifecycle Management (O1a), Repairs and Maintenance (O1b) and Fleet Management (O1d)

5. Real Estate Management including Property Value Chain (O2) and Real Estate (O3) that includes Land Use Management (LUM) and GIS Integration

6. Utilities Management including Revenue Management (F5) and Billing & Invoicing (F6)

7. Portfolio, Programme and Project Management including Programme and Project Management (F7)

8. Spend and Supply Chain Management including, Manage Suppliers and Sourcing (F13), Procurement (F8) and Contract Lifecycle Management (F9) and Inventory Management (O1c)
9. Manage Human Resources including Human Capital Management (F14) and Payroll (F10)
10. Service Management including Customer Relationship Management Service Management (F15) with Channel Management (F16) and Interface Management (F17)
11. Records Lifecycle Management including Records Management (O7) and Archiving (O8)
12. Emergency Policing Incident Control (EPIC) Contraventions (O9)
13. Generic including Integration (G1); Reporting Data & Analytics (G3); e-Services (G4); Workflow (G5); Mobile & Mobile Field Services; (O4) Case Management (O5) and Security and Authorisation Management (O6)

FAILURE TO PROVIDE RELEVANT PROOF WILL RESULT IN ZERO POINT ALLOCATION

F.13.M.6 Note that this is the minimum required information on which Tenderers will be evaluated for this schedule; but Tenderers are encouraged to provide any additional information believed to be necessary to support.

F.13.M.7 Missing proof should equate to zero points (not non-responsiveness) unless a document is an eligibility item (which would be non-responsive).

Schedule F.14: Appeal Application

annexure 'B'

OFFICIAL RECEIPT
(Valid only if printed
by official cash
receiving machine)

IRISITI ESESIKWENI
(Isemthethweni kuphela
xa ishicilelwe
ngumatshini wokukhupa
irisiti osesikweni.)

AMPTELIKE KWITANSIE
(Geldig alleenlik indien deur
amptelike kontantvangs
masjien gedruk.)

**GL DATA CAPTURE RECEIPT
(CASHIERTO RETAIN A COPY)**

RECEIPT NO: _____

DATE: _____

SAP GL:

8	1	0	1	0	0

PROFIT CENTRE:

1	3	0	5	0	0	0	1

NAME/COMPANY NAME:

AMOUNT:

						R	3	0	0	-	0	0

SERVICE DEPARTMENT DETAILS-

DEPARTMENT: LEGAL SERVICES: APPEALS UNIT

CONTACT PERSON: CHARLENE CEBEKHULU / MELANIE CLOETE

PHONE NO: 021 400 2503 / 021 400 3788

OFFICIAL RECEIPT
(Valid only if printed
by official cash
receiving machine)

IRISITI ESESIKWENI
(Isemthethweni kuphela
xa ishicilelwe
ngumatshini wokukhupa
irisiti osesikweni.)

AMPTELIKE KWITANSIE
(Geldig alleenlik indien deur
amptelike kontantvangs
masjien gedruk.)

**GL DATA CAPTURE RECEIPT
(CASHIERTO RETAIN A COPY)**

RECEIPT NO: _____

DATE: _____

SAP GL:

8	1	0	1	0	0

PROFIT CENTRE:

1	3	0	5	0	0	0	1

NAME/COMPANY NAME:

AMOUNT:

						R	3	0	0	-	0	0

SERVICE DEPARTMENT DETAILS-

DEPARTMENT: LEGAL SERVICES: APPEALS UNIT

CONTACT PERSON: CHARLENE CEBEKHULU / MELANIE CLOETE

PHONE NO: 021 400 2503 / 021 400 3788

CIVIC CENTRE IZIKO LOLUNTU BURGERSENTRUM
12 HERTZOG BOULEVARD CAPE TOWN 8001 P O BOX 298 CAPE TOWN 8000
www.capetown.gov.za

Making progress possible. Together.

Annexure G – CCT Standards

Schedule G.1 – IS&T Standards

G.1.1 Introduction

This schedule provides Tenderers with technical information regarding the City's current IT environment. It also provides the City's compulsory Architectural standards for the proposed solution.

G.1.2 Section A: General Architectural Standards

For the current City of Cape Town's Information Technology Environment three of the largest technology decisions taken by the City of Cape Town are as follows:

1. SAP for structured business processes which covers the City's back-office systems.
2. Microsoft for unstructured business processes which covers the standardisation of the desktops and backend servers on Microsoft technology
3. ArcGIS from ESRI for Spatial, which covers the implementation of ArcGIS Enterprise Environment desktop and backend servers.

The table below contains all CCT landscape details that supports our core and unstructured business processes. The versions specified can be regarded as the lowest version listed and could be higher as newer versions are released and implemented.

Table G.1.1 CCT Landscape Details

Technology Domain	Software Vendor	Current Standard Minimum	Status
Anti-virus software	Microsoft	Microsoft Defender for Endpoint as the minimum standard	Current
		Microsoft Defender for Servers	Current
Authorisation and Authentication	ESRI	Named User Authentication 10.7.1	Upgrading (no new requirements)
		Named User Authentication 11.3.0	Current
	Microsoft	Microsoft Active Directory Services (Microsoft Server 2012)	Current
	SAP	SAP ABAP NetWeaver Authorisation	Current
		SAP Business Objects Authentication	Current
		SAP Cloud Identity Authentication & Authorisation	Current
		SAP HANA Enterprise Authentication & Authorisation	Current
Cybersecurity, Fixed Networks Security	Citrix	Citrix NetScaler	Current
	Palo Alto	Palo Alto	Current
Database	ESRI	ArcGIS geodatabase version 10.7.1	Upgrading (no new requirements)
	Microsoft	MS SQL 2019	Current
	Open Source	MariaDB 10 (minimum)	Current
	Oracle	Oracle 19C	Current
	SAP	SAP HANA 2.0 SP03	Current
Front End Services and Endpoint computing	ESRI	ArcGIS Pro 2.92 (minimum standard)	Current
		ArcMap 10.7.1 Suite- ArcGIS System getting upgraded to 11.3 that is due for completion in July 2025.	Upgrading (no new requirements)
		ArcMap 11.3 Suite- ArcGIS System	Current
	Microsoft	Exchange 2016 (Email) – changing to Office 365 through the CAR Project.	Upgrading (no new requirements)
		Exchange Online	Current
		Microsoft 365	Current
		MS Edge Chromium as the minimum standard browser	Current
		Office Professional Plus 2016 as the minimum standard - Word, Excel, PowerPoint, Outlook, OneNote, InfoPath	Upgrading (no new requirements)

		reader, SharePoint Workspace	
		Office 365	Current
		SharePoint 2016	Upgrading (no new requirements)
		Skype for Business 2016 - Instant Messaging, Video Conferencing (minimum standard) – changing to Teams and Office 365 over the coming years through the CAR Project.	Upgrading (no new requirements)
		Teams	Current
		Windows 10 64-bit Professional – changing to Windows 11 in the coming years through the CAR Project.	Upgrading (no new requirements)
		Windows 11	Current
	SAP	SAP GUI 8.50 (minimum standard)	Current
		SAP Netweaver 7.5	Current
Middleware / Integration	ESRI	ArcGIS API for JavaScript 3.x/4.x	Current
		ArcGIS Desktop 10.7.1 AddIns	Current
		ArcGIS Pro SDK AddIns	Current
		ArcGIS System getting upgraded to 11.3 that is due for completion in July 2025.	Current
		ArcObjects C# SDK 10.7.1	Upgrading (no new requirements)
		Esri Mediator – Integration of PVC objects with SAP LUM	Current
	Microsoft	ASP.NET, MVC Web API, WCF Web Services (WDSL & JSON/XML REST)	Current
	None	WCF	Current
		Web API	Current
	SAP	GEO.e – Integration of Transport assets with SAP PM and FI	Current
		GIS iSAP Portal	Current
		SAP Process Orchestration NetWeaver 7.5 (minimum standard)	Current
Mobile field devices	Google (Open Source)	Android 10 (and above is not supported at present)	Current
		Android 4.4.4 operating system (minimum standard)	Current
		Angular 1 (EPIC)	Upgrading
		Angular 8 (EPIC)	Upgrading
		Angular 19 and above	Current
	SAP	Agentry	Current
		FIORI	Current
		UI5	Current
Non-SAP Applications and Databases on VM	ESRI	ArcGIS 10.7.1	Upgrading (no new requirements)
		ArcGIS 11.3.0	Future
Operating System	ESRI	ArcGIS 10.7.1	Upgrading (no new requirements)
		ArcGIS 11.3.0	Future
	Microsoft	Microsoft Windows Server 2019	Current
	Open Source	RedHat Enterprise Linux (RHEL) 7.5	Current
		SUSE Linux Enterprise Server 12 SP4	Current
	SAP	SUSE Linux Enterprise Server 15	Current
Portal / Web Hosting	ESRI	ArcGIS Portal Version 10.7.1 - ArcGIS System getting upgraded to 11.3 that is due for completion in July 2025.	Current
	Microsoft	Windows 2019+ Server Running IIS 8.5 as the minimum standard	Current
	None	HTTPS	Current
	Open Source	Apache 2.4 (minimum)	Current
		Tomcat 8.5 (minimum)	Current
	SAP	SAP ABAP NetWeaver Internet Communication Framework (Rest, ODATA, SOAP)	Current

		SAP Java NetWeaver Portal	Current
Program Development	ESRI	ArcGIS API for JavaScript 3.x/4.x	Current
		ArcGIS Pro SDK,	Current
		ArcGIS System getting upgraded to 11.3 that is due for completion in July 2025.	Current
		ArcObjects C# SDK 10.7.1	Upgrading (no new requirements)
	Microsoft	.NET Framework 4.8 (minimum standard)	Current
	Google (Open Source)	Angular 8.2.14 and above ionic 5 and above	Current
	None	REST	Current
		WCF and Web API Services,	Current
	Oracle (Open Source)	OpenJDK	Current
		JavaScript	Current
	SAP	SAP ABAP NetWeaver 7.4	Current
		SAP Business Objects 4.n	Current
		SAP HANA 2.0 Enterprise Platform	Current
Records Management	SAP	Public Sector Records Management SAP NetWeaver 7.4	Current
Security and Business Continuity	AppViewX	AppViewX CERT+ for Non-MS certificates and lifecycle management	Current
	Cohesity / Veritas	Cohesity Alta SAAS Protection (ASP)	Current
	ESRI	ArcGIS version 10.7.1 - ArcGIS System getting upgraded to 11.3 that is due for completion in July 2025.	Upgrading (no new requirements)
	IBM	IBM tape libraries for long term data retention	Current
	Microsoft	Defender for Office attack simulation and training	Current
		Microsoft Active Directory Certificate Services (ADCS) 2022	Current
		Microsoft Defender for Cloud	Current
		Microsoft Defender for Cloud Apps	Current
		Microsoft Purview Information Protection	Current
	Tenable	Tenable.IO (aka Tenable Vulnerability Management for WAS scans	Current
		Tenable.SC for vulnerability management	Current
	Veritas	Veritas Flex backup appliances for disk based backups	Current
		Veritas NetBackup 10.1	Current
	Veritas / Cohesity	Veritas Access appliances for long term data retention	Current
Server Management	ESRI	ArcGIS 10.7.1	Upgrading (no new requirements)
		ArcGIS 11.3.0	Future
	Microsoft	System Centre Suite 2016	Current
	SAP	SAP Solution Manager 7.2	Current
Server Virtual Machines	IBM	IBM Power Series 10 Virtual Machine	Current
	Microsoft	Microsoft Hyper -V	Current
	Oracle	Oracle Virtualbox 5 (minimum)	Current
Integration Methods	File Transfer	FTPS	Current
	Email	POP3 SMTP IMAP COAP	Current
	Rest SOAP	HTTPS/1 HTTPS/2 HTTPS/3 Web Sockets	Current
	Message Queue Pub-Sub	Kafka Protocol AMQP ZMQ MQTT Active MQ	Current

	Data Transfer	ODBC Oracle JDBC	Current
	Security Protocols	LDAPS OAuth 2.0 Open ID Connect (OIDC)	Current
	Runtime	Only the Open components of the Java Platform SE/EE must be used eg Open JDK	Current
	Spatial	GeoJSON	Current

The table below contains the Current SAP Solutions SAP instances to reflect the version and Service Pack details..

Table G.1.2 CCT Current SAP Solutions Versions and Service Pack Details

Technology Domain	Product Instances	Version Details	SP/Level
SAP- Enterprise Resource Planning	SAP ECC6.0	- SAP NetWeaver 7.4, - EHP7 for SAP ERP 6.0	- SP29 - SP26
	PSRM	SAP NetWeaver 7.5	SP 24
	Corp CRM	- SAP NetWeaver 7.5, - EHP4 for SAP CRM 7.0	- SP 22 - SP 17
	EPIC CRM	- SAP NetWeaver 7.5 - EHP4 for SAP CRM 7.0	- SP28 - SP21
	BW	- SAP BPC 11.1, FOR SAP BW/4HANA - BW4HANA	- SP12 - SP09

G.1.3 Minimum Network Standards

The City of Cape Town's minimum standards are defined as follows:

- The City's network is spread over a wide Metropolitan Area (MAN) mainly configured to run the Multi-Protocol Label Switching (MPLS) for fast data packet switching and transmission.
- Desktops typically have a 100-Mbps Local Area Network (LAN) connection, while the Wide Area Network (WAN) connections vary between 1-Gbps at the access layer to 10Gbps towards the distribution and network Core Layers.
- The current minimum bandwidth for a service provider leased connection is 20-Mbps and a minimum connection for a self-provided link is 1-Gbps for WAN links.
- Servers in the Datacentres are linked to a minimum of 1 Gbps of connectivity and varying to 10Gbps with Data Centre distribution @ 40Gbps and the Data Core @ 400-Gbps.

G.1.4 Minimum Desktop Hardware Standards

The City of Cape Town's minimum desktop hardware specifications are defined as per the table below:

Table G.1.3 CCT Desktop Hardware Standards

Component	Standard
Processor	Intel® Core™ i5-8500
Memory	8GB
Chip Set	Q370 (Latest Intel AMT 9.0 with full Intel® vPro™ manageability)

Component	Standard
Windows Operating System	Windows 11 Professional Edition
Hard Drive	320GB HDD
Graphics	Intel HD 4600
Memory Slots	2

G.1.5 Mandatory and Compulsory Standards

The City of Cape Town's Information Systems and Technology (IS&T) department identified IT architecture standards that MUST be complied with. These mandatory standards are defined as follows:

- a. IP protocol only on the network.
- b. The use of Secure Transport Layer Security (TLS) version 1.2 between all application components.
- c. Encryption of all data in transit which has been classified as confidential, sensitive and personal identifiable information.
- d. Separate database and application server architecture.
- e. ODBC or OLEDB connections between applications and databases.
- f. Full relational database design, using stored procedures.
- g. All DLLs must be wrapped as COM+ objects (preferably written in .NET).
- h. Minimum requirement .Net Framework to be used version 4.7.1 in order to fully support TLS version 1.2.
- i. Scheduled events via DTS on SQL Server.
- j. Application security (i.e. user accounts) at the application or database level (not at the OS level).
- k. Applications and Databases hosted on Virtual Machine (VM) Servers created using MS Hyper-V (only).
- l. Solution must function within a Microsoft Managed Environment.
- m. PC thick clients must not function requiring administrative rights.
- n. PC thick clients must be packable and deployable across a network using System Centre Configuration Manager (SCCM) to locked-down managed personal computers.
- o. Solution interfaces with SAP must be SAP architectural compliant (preferably certified).
- p. All confidential data must be encrypted and comply with POPIA/GDPR standards where required.
- q. No direct connections to the internet will be permitted. In the case where a web application needs access to the internet it will only be permitted via an HTTPS proxy.
- r. Outbound internet connections allowed via proxy only on HTTPS on port 443.
- s. Webserver Software (Tomcat/Apache etc.) must have all vendor provided security patches to known CVEs applied.
- t. All open source components / dependencies used by applications must comply with all/if any licensing requirements.
- u. Industry IT governance and best practises must be adhered to i.e. COBIT, Microsoft Technet etc.
- v. The City of Cape Town's IS&T password management Standard Operating Procedure to be adhered to where applicable.
- w. The City of Cape Town's IS&T Network Access Standard Operating Procedure to be adhered to where applicable.
- x. Ensure that industry best practises are followed regards to general Change and/or User Management processes.
- y. Only the Open components of the Java Platform SE/EE must be used e.g. OpenJDK or licensing must be provided by the service provider.

G.1.6 Optional Preferred Standards

The City of Cape Town's Information Systems and Technology (IS&T) department identified IT architecture standards that is optional and preferred standards. These preferred standards are defined as follows:

- a. Application Solutions hosted on Microsoft Platforms.
- b. Web applications rather than thick client/server applications.
- c. If thick client applications are used, these needs to be packaged in the Microsoft Installer format (MSI).
- d. Application architecture to be modular, and –tiered.
- e. Version control to be used for all application layers, and release management to include detailed release notes.
- f. The ability to co-exist with other 3rd party applications on the same hardware.
- g. Application solutions not hosted on Microsoft platforms but on platforms such as Linux will be reviewed and considered based on the proposal put forward and as it complies with the requirements above.
- h. Hardware, Application, Data, Web services and any form of license verification and authentication must be hosted and conducted On Premises.
- i. Java supported is per the following:
- j. Primary - 100% Open JDK free version as latest as possible.
- k. Tertiary - Only <1% devices to contain commercial Java flavour / Run Time (Oracle or any other commercial provider) vendor must submit as a line item e.g. Library application.
- l. Java supported is per the following:
- m. The City of Cape Town's preference is to use the latest Open JDK free version. At present, the City of Cape Town has Open JRE xxx installed on all windows machines. The Tenderer must be aware that the City of Cape Town will continually update the version of Open JDK to keep its cyber security posture up to date. As a supplier you are expected to do the same and the City of Cape Town will not be liable if you fall behind our Open JRE version levels.
- n. Alternately, any commercial Java / Run Time (be it Oracle or any other commercial provider) can be used, as long as the vendor provides this commercial version as part of the cost of its tender submission. The onus is on the vendor to continually update their commercial version of Java in order to ensure that the City of Cape Town keeps its cyber security posture up to date. Any negative audit findings will be for the supplier account to remedy.

G.1.7 Unsupported Standards

The City of Cape Town's Information Systems and Technology (IS&T) department identified IT architecture standards that are EXPLICITLY NOT SUPPORTED. These standards are defined as follows:

- a. Active X Controls – the managed desktop environment does not permit these.
- b. Mapped Network Drives or UNC paths between workstations and application servers.
- c. Mapped Network Drives between application/web/database servers.
- d. Mapped Network Drives or UNC paths between workstations.
- e. IP addressing - use DNS addressing instead.
- f. Application and database on the same server.
- g. Microsoft Access developed applications local or on a server.
- h. Applications written in such a manner whereby usernames and password are embedded in the application code.
- i. Thin client solutions such RDS and Terminal Servicer.
- j. Oracle Java JDK or SE not supported.

Schedule G.2 – CCT Data Access Specifications

G.3.1 Introduction

This schedule provides prospective Tenderers with technical CCT Data Strategy specifications.

The Data Strategy specifications must be read in conjunction with the CCT Information Technology (IT) standards and in itself cannot be deemed as the exclusive standards for the City.

G.3.2 Specifications

For Secured Network Accessible End Points to Production data the expectation is:

- a. Production data will be available via a network accessible programmatic interface that is conformant to at least one of the following:

Paradigm	Protocols	Serialisation/Data Formats
REST	HTTP/1 (IETF Datatracker - RFC7230)	JSON (IETF Datatracker - RFC8259) XML (W3 - Version 1.0, 1.1)
SOAP	HTTP/2 (IETF Datatracker - RFC7540)	
OData (v4.01 or greater)	HTTP/3 (draft-ietf-quic-http-34)	YAML (YAML - Version 1.2)
GraphQL (October 2021)	WebSockets (RFC6455)	Protocol Buffer (Proto3 – Version 3.0)
	COAP (IETF Datatracker - RFC7252)	CAP'N Proto (capnp – Version 1.0)

- b. Provide Application Programming Interface (API) documentation that completely describe the API's functionality covering the following:
 - I. guides, tutorials, examples and use cases; and
 - II. encouraged – capturing the API specification in a formal specification languages, such as the OpenAPI standards (<https://www.openapis.org/>) or TypeSpec (<https://typespec.io/>).
- c. The APIs should make use of a single, standard CCT authentication and permission management regime, making use of multi-factor authentication where possible.
- d. The APIs should be accessible by either a system or human user.

Annexure I – Business Requirements Traceability Matrix (BRTM)

The Business Requirements Traceability Matrix (“BRTM”) records the details of the functionality required by each of the impacted business areas in relation to CCT’s core financial and operational systems.

I.1 Approach to compiling the BRTM

The process began with a deep dive into CCT’s organisational structure to understand how the various Current SAP Solutions functions were utilised within the organisation. This analysis laid the foundation for the next step of grouping impacted business areas into what the CORE Plus project refers to as focus groups. These focus groups were specifically designed to gather detailed scoping business requirements.

The focus groups are referred to as Implementation Components in the tender document and grouped into CCT Project Dimensions.

The functional scope, defined from levels 1 to 4, outlined the key activities CCT would need to perform within the solution, while the requirements described how CCT will execute these activities. In the Multi-layer Architecture, the Level 1 to 4 scope translated to Business Architecture, also known as process architecture, and the how to business requirements.

Focus Groups gathered and organised the detailed scoping requirements as follows:

- a) Functional focus groups define the specific system functionalities. Its primary role is to gather, analyse, and define the requirements for the solution, based on CCT’s operational needs.
- b) Generic focus groups highlight the overarching features that span across various functions, for example integration, workflow, case management, mobile and mobile field services, web-services internal and external portals with Self-Service (also known as e-services) and reporting, data and analytics. These focus groups ensure that the solution captures essential features to enable the execution of the transactions and ensures alignment across the different functional areas

For purposes of the Core Project, the BRTM will serve as framework for the following:

1. **Document and Track Requirements.** Requirements traceability is important to effectively manage the business scope and requirements gathered during analysis stage through to implementation; and to measure success at end of programme that all requirements have been fulfilled.
2. **Bidirectional Traceability.** Allows for tracing forward from requirements to source code to test cases to test runs to issues. And from issues back to requirements and scope.
3. **Quality Assurance.** Defines what needs to be tested and improves test coverage by mapping test cases back to each requirement. This drives scope of testing and ensures at the end of the day that requirements have been properly implemented.
4. **Embedded Systems Traceability.** Traceability in essence links artefacts — scope and requirements, source code, tests, and issues — across the solution development lifecycle.
5. **Single Source of Truth.** The requirements traceability matrix for the CCT will be the baseline against which solution implementation will be defined, tracked and measured.

I.2 Business Requirements Traceability Matrix (BRTM)

The BRTM should be read in conjunction with the end goals (**Annexure J**) identified per Focus Group and is contained in the electronic BRTM that can be downloaded as part of the tender documentation.

The BRTM Schedule follows the following structure:

- The business requirements are grouped per Focus Groups
- The business requirements follow breakdown from Level 0 to Level 3 Scope with short description
- The Level 4 Scope defines the What activities and How business requirements with unique reference number.

TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)

CCT Project Dimensions	Implementation Component (Focus Groups)	Description	Reference Current SAP Modules (Licenses)
Financial Management	Finance (F1)	Facilitates financials and accounting tasks such as maintaining ledgers, balance sheets, and profit and loss statements, manages incoming and outgoing payments, handles assets, provides an overview of transactions, and manages bank transactions. It ensures accuracy in bank statements and supports financial reporting. Producing Annual Financial Statements aligned with the Municipal Standard Chart of Accounts (mSCOA), Municipal Finance Management Act (MFMA) and Standards of Generally Recognised Accounting Practice (GRAP) standards, ensuring confidence in the CCT's financial transparency and accountability. Inclusive of: - General Ledger - Asset Accounting, also annual Asset Verification using Mobile solutions - Value Added Tax on the Cash Basis - Grants Management (compliant to a municipal environment) - Secure document management for Supporting documents - Periodic Closing (Month-end, Year-end) - Full integration to all relevant modules and Relevant Reporting	- SAP Financial Accounting (FI) - General Ledger (GL) - Accounts Payable (AP) - Accounts Receivable (AR) - Asset Accounting (AA) - Bank Accounting / Ledger (BL) - Withholding Tax (TDS) (Customised version in use) - SAP BW/4HANA
Financial Management	Budgets (F3)	Provides an integrated, enterprise-wide budgeting solution to plan, budget, forecast and consolidate in a single application. Supports CCT's budgeting cycles, aligns with legislative requirements, and enables comprehensive planning, forecasting, and reporting across the medium-term revenue and expenditure framework. Inclusive of: - Controlling (Cost Element Accounting, Profit/Cost Center Accounting, Internal Orders, Activity Based Costing) - Funds Management & Availability Control - Virements - Business Warehouse - Business Planning and Consolidation - Profitability and Performance Management - Analytic Cloud & Analytic Cloud Planning and Internal and Legislative Reporting	- SAP Controlling (CO) - Overhead Cost - Product Cost Accounting - Cost Element Account (CEL) - Cost Center Account (CCA) - Internal Orders - Product Cost Controlling (PC) - Activity-Based Costing - SAP BW/4HANA - BPC add-on - PaPM add-on - SAP Project System (PS) - Project Planning - Project Preparation - Project Tracking - Project Reporting - Project Costs - WBS Elements - SAP Financial Accounting (FI) - Investment Management (IM)
Financial Management	Treasury (F4)	Provides a centralised, real-time treasury management solution to oversee financial resources including cash, assets and liabilities. This system will provide instant visibility into cash positions, streamline bank and loan account management, and enable robust financial risk protection, enhancing overall financial efficiency and compliance. Inclusive of: - Electronic Bank Statement Processing - Investments - Borrowing - Receipting - Receipting integrated to third party solution such as My Citi Bus - Cash Flow Forecasting and reporting accurately on Actual Cash Flows and Relevant Reporting	- SAP Financial Accounting (FI) - Treasury Management (TR) - SAP Treasury (TR) (Bank Accounting / Liquidity Planner / Borrowing Management / Investment Management / Direct Receipting against GL Account)
Municipal Chart	mSCOA (F2)	Embeds Municipal Standard Chart of Accounts (mSCOA)	SAP BW/4HANA

CCT Project Dimensions	Implementation Component (Focus Groups)	Description	Reference Current SAP Modules (Licenses)
of Accounts		regulatory requirements into the transactional system's master data, ensuring automated reporting to National Treasury and compliance with CCT's business processes and National Treasury's prescribed standards. Inclusive of: Reporting on the National Treasury's 6 segments at first from the Reporting system and later directly from the transactional system. The 6 segments are: Project, Function, Item, Fund, Costing & Region and Relevant Reporting.	
Insurance Management	Insurance (F12)	Provides ability to keep insurance asset register with the calculation of insurance premium details, process insurance claims and manage insurance payouts considering External Insurance and Own Internal Insurance.	- SAP Plant Maintenance (PM) - SAP Financial Accounting (FI) - Accounts Payable (AP)
Asset Management	Asset Lifecycle Management (O1a)	Provides the ability to manage and track physical assets throughout the entire lifecycle of an asset, from capital planning, procurement, installation, performance, maintenance, compliance, risk management, through to asset disposal. It provides for a centralised view of all types of assets regardless of source and reporting of Property, Plant, and Equipment (PPE) and infrastructure assets. This system will facilitate real-time data integration, automated processes, and alignment with regulations to support value realisation, risk reduction, and enhanced service delivery across the asset lifecycle stages.	- SAP Financial Accounting (FI) - Asset Accounting (AA) - SAP Plant Maintenance (PM)
Asset Management	Repairs & Maintenance (O1b)	Facilitate an integrated solution that maintains assets to minimise breakdowns, manages work orders, ensures safety in maintenance, and handles complex maintenance projects. It facilitates smooth transitions, provides analytical tools, plans and allocates resources, manages changes to technical objects, and ensures configuration control.	- SAP Plant Maintenance (PM) - Maintenance Planning - Preventive Planning - Service Management - Predictive Maintenance - Project Maintenance - Materials Management (MM) - Inventory Management - Quality Management (QM) - Planning - Process Inspections - Notifications of Quality - Quality Control - Test Equipment - Quality certifications - General Functions
Asset Management	Fleet Management (O1d)	Facilitates capturing of specify important fleet data such as the license plate number, load volume, consumption data, fuel card number, engine data, or fuel type against the fleet asset. Improves fleet management processes by providing a centralised system for tracking and managing fleet assets, reducing manual tasks, and improving data accuracy in addition to repairs and maintenance.	- SAP Plant Maintenance (PM) - Maintenance Planning - Preventive Planning - Service Management - Predictive Maintenance - Project Maintenance - Materials Management (MM) - Inventory Management
Real Estate Management	Property Value Chain (O2)	Facilitate an integrated, enterprise-wide solution that enhances visibility, management, and reporting of land use and building plan applications as the first step in the formal planning and building process which are also necessary if you are intending to use a site or building for purposes other than what it has been originally zoned or built for. It links the City's Property Value Chain (PVC) and account system, improving service delivery to developers and property owners through full spatial integration with the City's Geographic Information Systems (GIS). Allows for simultaneous circulation electronically to each department include din workflow and accompanying documents for comment, greatly reducing turnaround times.	- Real Estate Management (RE) - Basic Data (Master Data) - Business Partners - Rental - Input Tax Treatment - Third-Party Management - Correspondence - Real Estate Controlling - Real Estate General Contract - Information System - Flexible Real Estate

CCT Project Dimensions	Implementation Component (Focus Groups)	Description	Reference Current SAP Modules (Licenses)
Real Estate Management	Real Estate Management (O3)	Provides 360-degree view of contract, lease, and real estate portfolio details including performance. Create and manage all types of real estate objects, including entity, land, building, rental unit, rental space, rental room objects. Facilitates management of all contracts related to your real estate portfolio in one location, including lease-in, lease-out, customer, and vendor contracts. Compliant with government regulations around lease accounting.	2. SAP Industry (IS) • Utilities (Device Management / Customer Care / Property Rates) 3. SAP Sales & Distribution • Sales • Billing or Invoice generation • Bills of Material (BOM) 4. SAP Controlling (CO) • Overhead Cost • Product Cost Accounting • Cost Element Account (CEL) • Cost Center Account (CCA) • Internal Orders • Product Cost Controlling (PC) • Activity-Based Costing 5. SAP Financial Accounting (FI) • Treasury Management (TR) (Treasury Loans - Loans Management) 6. Plant Maintenance (PM) • Maintenance planning 7. Customer Relationship Management (CRM) 8. SAP ECC Case Management
Utilities Management	Revenue Management (F5)	Provides the ability to account for, record, collect and manage the revenue for all the services that the municipality offers to customers. It caters for functionality to ensure that the income is properly planned and fully accounted for and ensures accurate and timely billing through data integration from various sources, task automation, and meaningful reporting to support decision-making, while ensuring compliance with relevant legislation and governance requirements.	1. SAP Industry (IS) • Utilities (Device Management / Customer Care / FI-CA - Contract Accounts Receivable & Payable / Billing Invoicing / Energy Data Management / Property Rates) 2. SAP Financial Services (FS) • Business Partner 3. SAP Sales & Distribution • Sales • Billing or Invoice generation • Bills of Material (BOM) • Sales Information system • Credit Control 4. SAP Financial Accounting (FI) • General Ledger (GL) • Accounts Payable (AP) • Accounts Receivable (AR) 5. SAP ECC Case Management
Utilities Management	Billing and Invoicing (F6)	Establish a comprehensive billing management solution to manage and automate entire billing and invoicing process. It combines and aggregates data from multiple sources into a single billing stream and create unified customer invoices with relevant details included. Enables recognition and reporting of revenue instantly and maintain complex pricing logic and calculate fees in real time or batches.	3. SAP Sales & Distribution • Sales • Billing or Invoice generation • Bills of Material (BOM) • Sales Information system • Credit Control 4. SAP Financial Accounting (FI) • General Ledger (GL) • Accounts Payable (AP) • Accounts Receivable (AR) 5. SAP ECC Case Management
Portfolio, Programme and Project Management	Programme and Project Management (F7)	Manage projects company-wide from a centralised repository and keep the portfolio on track – from forecasting and planning to accounting and closure. Provides integrated solution that organises projects effectively, plans project timelines, and estimates project costs and revenue. It allocates budgets, manages material and service acquisition, records project activities, generates project-related invoices, and monitors project progress. It concludes project activities, provides detailed reports, and enhances transparency.	1. SAP Portfolio and Project Management (PPM) 2. SAP Project System (PS) • Project Planning • Project Preparation • Project Tracking • Project Reporting • Project Costs • WBS Elements 3. SAP Financial Accounting (FI) • Investment Management (IM)
Spend and Supply Chain Management	Manage Suppliers and Sourcing (F13)	Facilitate the optimisation of the supply chain to improve product flow, supplier responses, and purchasing efficiency. Provide an integrated, user-friendly system for managing demand, supplier onboarding, sourcing, and procurement, while ensuring compliance and transparency.	1. SAP Materials Management (MM) • Purchasing (PUR) • Invoice Verification (IV)

CCT Project Dimensions	Implementation Component (Focus Groups)	Description	Reference Current SAP Modules (Licenses)
Spend and Supply Chain Management	Contract Lifecycle Management (F9)	Provides integrated solution creates a single integrated view of contract data and standardises related processes that will streamline the entire contract lifecycle, from creation to execution and renewal. It provides for centralised contract repository and real-time monitoring.	- Logistics Information System - SAP Financial Accounting (FI) - Accounts Payable (AP) - SAP Financial Services (FS) - Business Partner - Custom developed Contract Register and Monitoring System (CRMS)
Spend and Supply Chain Management	Procurement Management (F8)	Provides integrated solution to efficiently source and procure goods or services through a streamlined, automated process, integrating vendor data, supporting purchase requisitions, and facilitating timely invoice processing.	
Spend and Supply Chain Management	Inventory Management (O1c)	Provides integrated solution that optimises material planning, procurement and storage processes. The expectation is functionality that controls inventory levels, optimises stock for cost-effectiveness.	- SAP Materials Management (MM) - Inventory Management (IM) - Material Requirement Planning (MRP)
Manage Human Resources	Human Capital Management (F14)	Provides an integrated Human Resources platform to manage the full employee life cycle, from recruitment to off-boarding. The solution oversees employee data, ensuring record accuracy. It tracks work hours for precise timekeeping and optimises schedules for productivity; and structures workforce hierarchy, ensuring clarity in roles. Additionally, HCM nurtures employee skills through talent management, organises training programs, and streamlines hiring processes. It further streamlines processes with self-service capabilities and enhanced reporting, while ensuring legislative and policy compliance and secure access control.	- SAP Human Capital Management (HCM) - Organizational Management - Personnel Administration - Recruitment - Payroll - Personnel Management - Time Management (PT) - Compensation Management - Learning (LSO) - Talent Management - Environmental Health and Safety (EHS) - Personnel Cost Planning and Simulation - SAP Employee Self Service (ESS) - SAP Manager Self-Service (MSS)
Manage Human Resources	Payroll (F10)	The system efficiently manages payroll processes, automating calculations and deductions. Provides a payroll system that ensures compliance with South African laws, delivers accurate payments, and integrates seamlessly with other systems. Manage gross and net pay, including the calculation of salaries, allowances, tax implications, and third-party payments for all employee groups within CCT. Automate payments and deductions, ensure compliance with relevant regulations. Facilitate cost-saving efficiency and improved accuracy.	- SAP Human Capital Management (HCM) - Payroll
Service Management	Customer Relationship Management Service Management (F15)	Provides ability to automate and integrate customer data and customer facing-activities and services. Provides multi-channel ticketing, real-time service analytics and support agents through 360-view of information to provide excellent customer service and resolve issues before they become a problem.	- Customer Relationship Management (CRM) - SAP Financial Services (FS) - Business Partner
	Channel Management (F16)	Channel or interaction management refers to the process of managing citizens and customer interactions across various channels. CCT refers to Omni-channel that involves integrating and managing multiple channels of communication, such as email, phone, chat, social media, and face-to-face, in a seamless and consistent way. With Omni-channel service, customers can switch between channels and still receive a consistent and personalised experience. Face-to-face interactions can include walk-in-centre visits, meetings with city representatives, and other in-person interactions. By logging these interactions and analysing customer behaviour and feedback, CCT can gain insights	MITEL

CCT Project Dimensions	Implementation Component (Focus Groups)	Description	Reference Current SAP Modules (Licenses)
		into customer preferences.	
	Interface Management (F16)	Provides the ability for residents to engage with the CCT Citizen Interface depart in relation to ward and sub council activities. Note this is currently performed outside a CCT.	1. Manual
Records Management Lifecycle	Records Management (O7)	Ensure CCT records are stored in organized way, accessible, and protected.	a. PSRM b. SAP ECC
Records Management Lifecycle	Archiving (O8)	Provides ability to identify, remove and store completed or obsolete data or records from the active database or content server into an external storage system, while ensuring that it remains accessible for future reference or compliance requirements.	c. No existing archiving
Emergency, Policing and Incident Control (EPIC) Contraventions (O9)		Provides an end-to-end, city-wide By-Law and Traffic Contravention solution, which provisions field officers with a mobile application for the electronic issuing of contraventions notices. To manage notices and summons throughout its life cycle, from issuing to notice or summons finalization. It also provides for tracking of payments.	1. Customer Relationship Management (CRM) d. SAP ECC Case Management

Table I.2 Core Generic Focus Groups and Current SAP Modules and Technologies

Project Dimension	Implementation Component (Focus Group)	Description	Reference Current SAP Modules and Technologies
Generic	Integration (G1)	Provide features and functionality of various capabilities and extensibility through a platform-as-a-service (PaaS) environment to connect SAP HANA solution components and other non-SAP systems. It provides for an API Management capability that addresses all enterprise requirements for API security and governance and allow to publish, promote, and oversee APIs in a secure and scalable environment.	1. Process Orchestration (formerly PI / SAP-XI) (PO)
Generic	Reporting, Data and Analytics (G3)	Provides for reporting, data and analytics capability as an ecosystem of technologies with the expectation that as far as possible the standard Out-of-the-Box reports, dashboards and analytics capabilities be used. Referred to as In Module Standard & Customised Reporting, Data and Analytics. There is also a requirement to have a common, integrated reporting, data and analytics platform to satisfy requirements across solutions and where the individual solutions reporting dashboards and analytics capabilities are not adequate. Referred to as Enterprise Reporting, Data and Analytics.	1. SAP BW/4HANA 2. Business intelligence (BI) Reporting, analysis, and dashboards
Generic	Web-Based Internal and External Portals with Self Service (E-Services) (G4)	Establish a leading e-services platform that enables citizens and staff to seamlessly interact with CCT, offering an optimal user experience, standard portal-based functionality, and secure Single Sign-On (SSO). It is expected that a growing percentage of self-service functionality is provided for as standard features but where necessary provides ability to develop some customised e-services to satisfy city-specific requirements.	1. Enterprise Portal (EP) 2. SharePoint Online
Generic	Workflow (G5)	Provides ability to digitise workflows, manage decision	1. Workflow (WF)

Project Dimension	Implementation Component (Focus Group)	Description	Reference Current SAP Modules and Technologies
		outcomes and gain process end-to-end visibility. Solution enable build, run and manage of workflows across the various solution components.	
Generic	Mobile and Mobile Field Services (O4)	Provides a comprehensive mobile field services framework that supports a wide range of applications across CCT's infrastructure. Enables seamless integration with the transactional system and supports both online and offline modes, facilitating efficient data capture, team management, and operational workflows for field teams.	1. SAP UI5 2. SAP Agentry / SAP Work Manager 3. Angular and Ionic
Generic	Case Management (O5)	Provides an integrated solution that facilitate the CCT complex processes that requires a combination of tasks enabled through workflow, collaboration between all stakeholders, storage of images and content, decisions, and processing of electronic files which aim to improve the execution of these complex processes aligned to expected delivery timelines.	1. PSRM Case Management 2. SAP ECC Case Management
Generic	Security and Authorisation Management (O6)	Provides ability to manage role based user access to the SAP applications and specify what users can do and see in the applications. Inclusive of: • Role Based Access Control • Segregation of Duties (SoD) • User Management • Technical Security • Access Audit & Compliance	3. Governance, Risk and Compliance (GRC) • Access Control • Process Control • Risk Management
Generic	Basis		1. Basis Components (BC) • Enterprise Content Management • Security • ABAP Runtime Environment • Entire Component 2. Internet Transaction Server (ITS)

Annexure J – CCT Required End Goals and Proposed Future Architecture

In addition to identifying the functionality requirements for each focus group, CCT has also articulated the end goals to be achieved through the solution implementation process in respect of each focus group.

Table J.1: CCT Project Dimension and Focus Group Allocation (As per Clause 2.1.2.3.40)

Reference	CCT Project Dimension	End Goal Reference	Focus Group
J.1	Financial Management	J.1.1	Finance (F1)
		J.1.2	Budget (F3)
		J.1.3	Treasury (F4)
J.2	Insurance	J.2.1	Insurance (F12)
J.3	Municipal Standard Chart of Accounts	J.3.1	mSCOA (F2)
J.4	Asset Management	J.4.1	Asset Lifecycle Management (O1a)
		J.4.2	Repairs and Maintenance (O1b)
		J.4.3	Fleet Management (O1d)
J.5	Real Estate Management	J.5.1	Real Estate (O3) including Property Value Chain (O2)
J.6	Utilities Management	J.6.1	Revenue Management (F5) and Billing & Invoicing (F6)
J.7	Portfolio, Programme and Project Management	J.7.1	Programme and Project Management (F7)
J.8	Spend and Supply Chain Management	J.8.1	Manage Supplier and Sourcing (F13) (Was previously SCM)
		J.8.2	Procurement Management (F8)
		J.8.3	Contract Lifecycle Management (F9)
		J.8.4	Inventory Management (O1c)
J.10	Manage Human Resources	J.10.1	Human Capital Management (F14)
		J.10.2	Payroll (F10)
J.11	Service Management	J.11.1	Customer Relationship Management – Service Management (F15)
		J.11.2	Channel Management (F16)
		J.11.3	Citizen Interface (F17)
J.12	Generic	J.12.1	Integration (G1)
		J.12.3	Reporting, data and Analytics (G3)
		J.12.5	Web-based Internal and External Portals with Self Service (E-Services) (G4)
		J.12.7	Workflow (G5)
		J.12.9	Mobile and Mobile Field Services (O4)
		J.12.11	Case Management (O5)
		J.12.13	Security and Authorisation Management (O6)
J.13	Records Management Lifecycle	J.13.1	Records Management (O7)
		J.13.2	Archiving (O8)
J.14	Emergency Policing Incident Control (EPIC) Contraventions	J.14.1	Emergency Policing Incident Control (EPIC) Contraventions (O9)

Through various engagements and based on the Figure 1 Proposed (Possible) End-State Architecture CCT has articulated the Proposed Future Architecture per CCT Project Dimension and Focus Groups.

Table J.2: Proposed Future Architecture per CCT Project Dimension and Focus Groups

CCT Project Dimension	Proposed Future Architecture Reference
Financial Management	J.1.4
Insurance Management	J.2.2
Municipal Standard Chart of Accounts	J.3.2
Asset Management	J.4.4
Real Estate Management	J.5.2
Utilities Management	J.6.2
Portfolio, Programme and Project Management	J.7.2

Spend and Supply Chain Management	J.8.5
Manage Human Resources	J.10.3
Service Management	J.11.4
Integration (G1)	J.12.2
Reporting, data and Analytics (G3)	J.12.4
Web-based Internal and External Portals with Self Service (E-Services (G4)	J.12.6
Workflow (G5)	J.12.8
Mobile and Mobile Field Services (O4)	J.12.10
Case Management (O5)	J.12.12
Security and Authorisation Management (O6)	J.12.14
Records Management Lifecycle	J.13.3
Emergency Policing Incident Control (EPIC) Contraventions	J.14.2

The end goals per Focus Group and Proposed Future Architecture are summarised below.

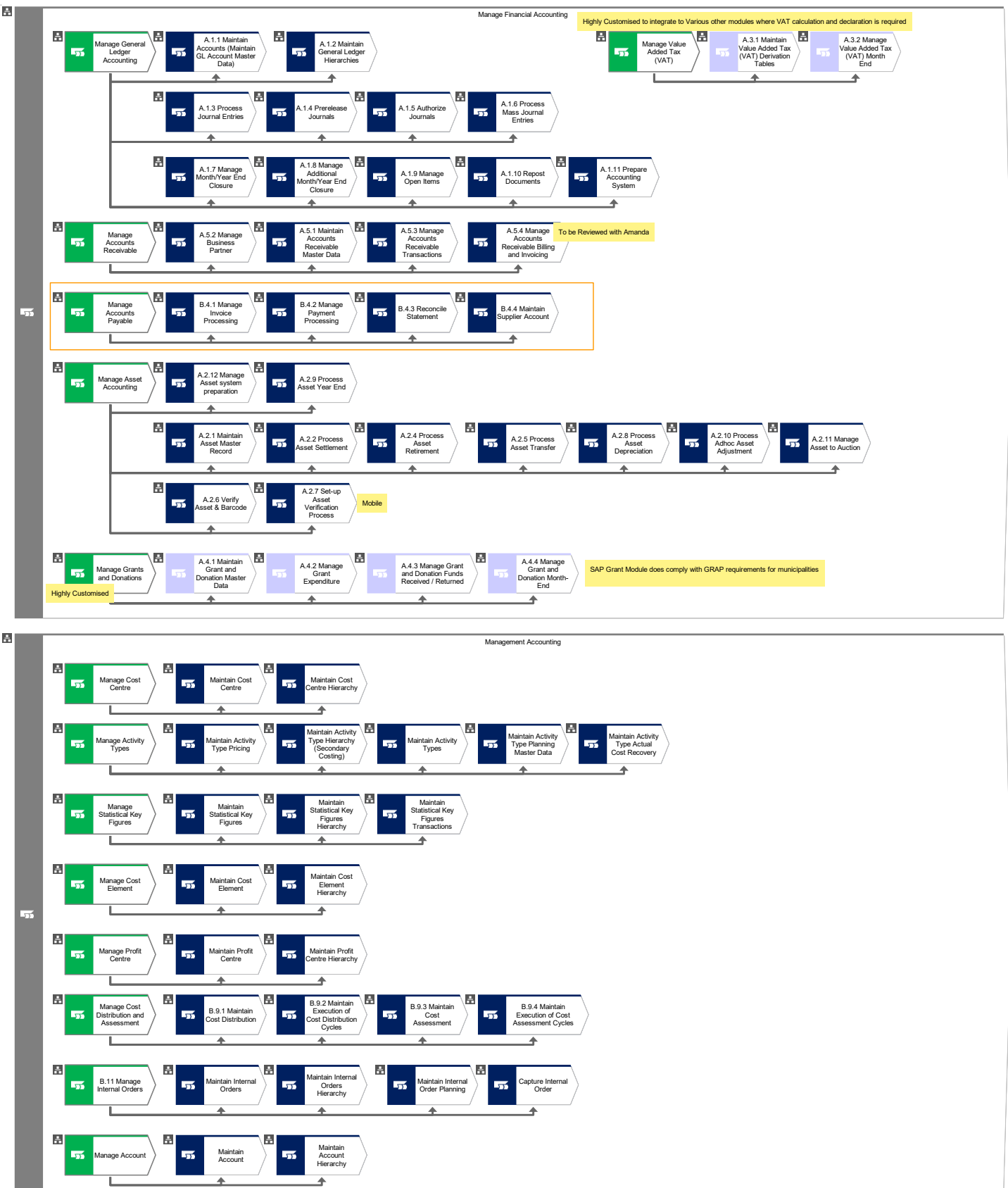
J.1 FINANCIAL MANAGEMENT

Financial Management comprises of Focus Groups Finance (F1), Budgets (F3) and Treasury (F4) with combined Proposed Future Architecture documented under **J.1.4**.

J.1.1 END GOAL: FINANCE (F1)

1. The end goal of the Finance portion of the Core CAR implementation will be to ensure that business has a robust General Ledger and a financial reporting function that is accurate, reliable and flexible, and that all existing functionality in Current SAP Solutions has been catered for in the new system.
2. The setup of the new Core Financial system must integrate seamlessly with all other ERP Solution components as well as other CCT systems currently integrating with Current SAP Solutions.
3. The new system needs to be auditable by the external and internal auditors; there must be a full audit trail with all transactions referenced to source documentation.
4. Annual Financial Statements need to be produced directly from the financial system with limited manual intervention.
5. The Municipal Finance Management Act (MFMA) requires that the Annual Financial Statements are provided in compliance with the standards of General Recognised Accounting Practice (GRAP). The system needs to support the requirements provided for in the Standards of GRAP, this then requires measurement (provided for a supporting method of calculation), recognition (method of calculation and criterion) presentation and disclosure.
6. The solution to recognise any accounting and reporting requirements provided for in applicable legislation(s).
7. All stakeholders both internal and external have confidence in the reporting process adopted by CCT.
8. The Annual Report of CCT is a public document for use by various stakeholders such as the Johannesburg Stock Exchange (JSE), rating agencies, financial institutions (lenders) and the Capetonian. Quality, accuracy and compliance are not negotiable.
9. Key legislative and governance specific requirements must be catered for in the new system.

Below Manage Finance on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).

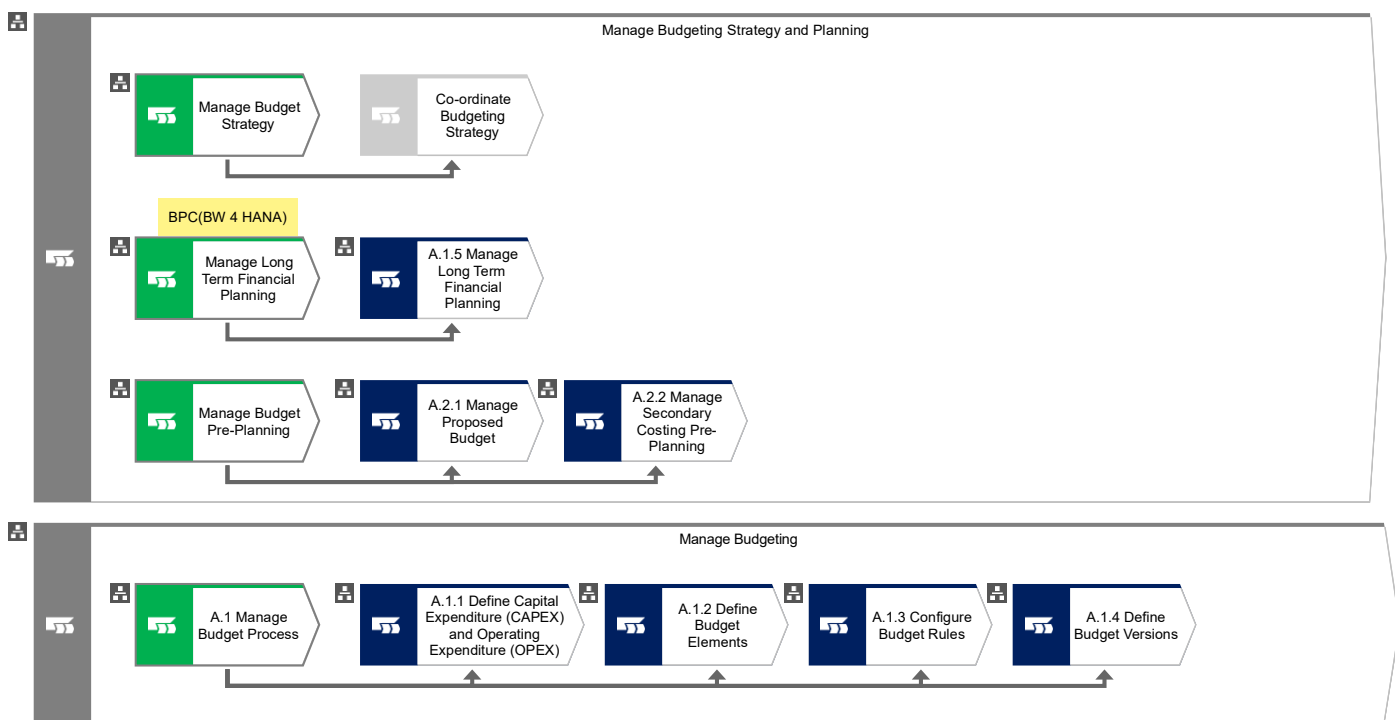


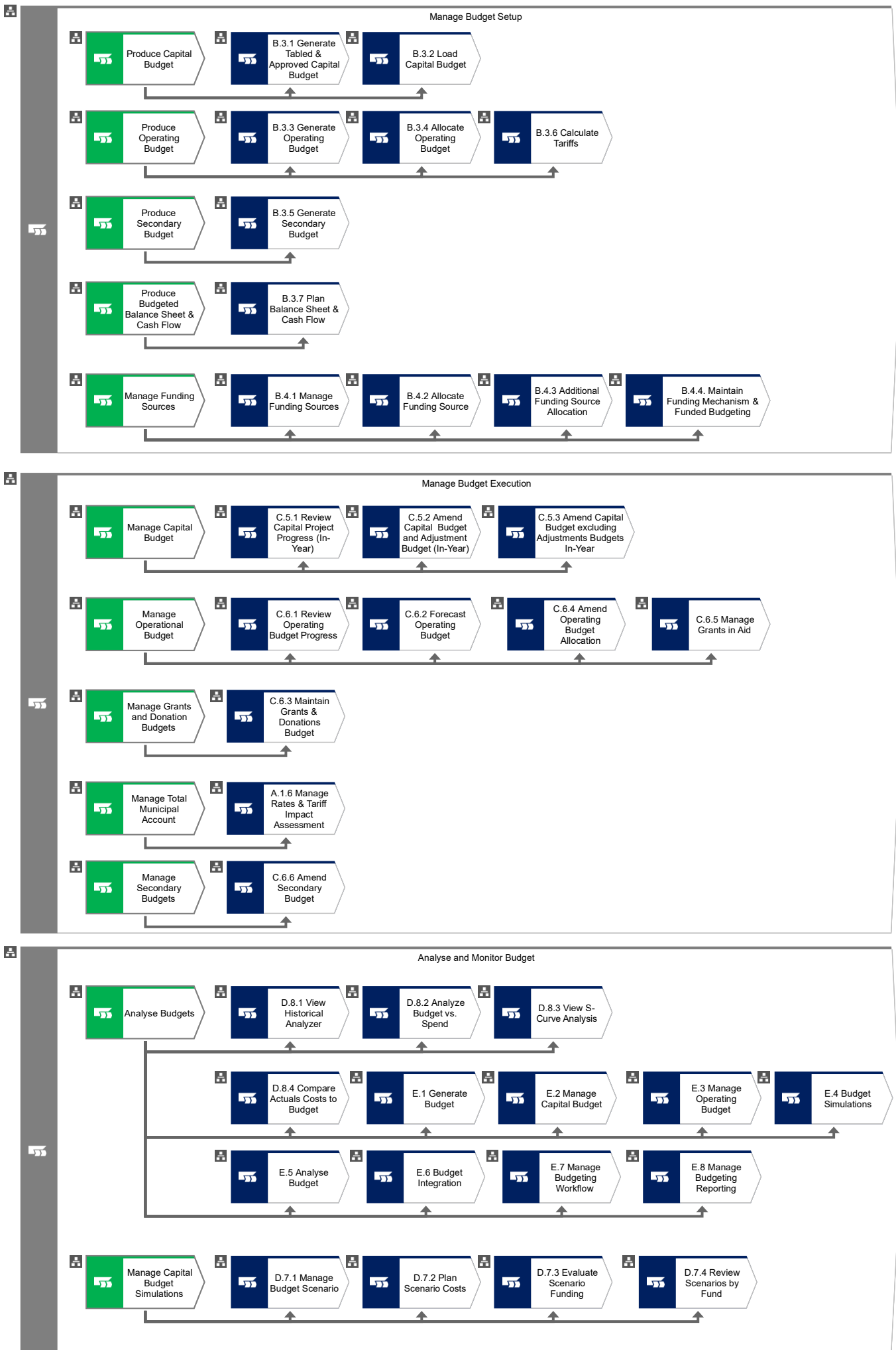
J.1.2 END GOAL: BUDGETS (F3)

1. The end goal of the Budgets portion of the CAR CORE implementation is to provide an integrated, enterprise-wide budget solution that facilitates CCT's budget processes and practices supporting the budgeting cycles across the medium-term revenue and expenditure framework (MTREF) (minimum of

- 3-year budget) of the municipality.
2. The system must have budgeting capabilities in that the budget is informed from the integrated development plan (IDP) and budget capturing and reporting occur across all the Municipal Standard Chart of Accounts (mSCOA) segments as per the mSCOA Regulations, 2014.
 3. Provides a digital platform to provide visibility on budgets, allow for continuous updates/revisions to financial forecasts and budgets based on accurate, real-time information, from multiple data sources to achieve substantive collaboration across functional areas, close integration between planning, budgeting and operational execution.
 4. Automates routine tasks and workflows aiming to reduce manual effort and increase efficiency allowing for regular planning updates of the budget that is directly linked with legislative & statutory requirements and business execution. For example, budget changes, budget requests and other.
 5. Provides line functions with the tools and capabilities to adopt an agile and dynamic approach to financial planning, ensure revision by relevant CCT departments or sections, incorporation of amendments in budget submissions, allows for budget simulations and fully automated capabilities that support activity-based budgeting, rolling forecasts and 'bottom up' / 'top down' budget visibility.
 6. Summation of operational execution against budget that provides one version of the truth with the ability to analyse all financial and non-financial data that includes, but not limited to prior year actuals, forecasts and budgets data across financial years for more meaningful, flexible, user-friendly reporting and dash boarding.
 7. Key legislative and governance specific requirements and CCT policies must be catered for in the new system.
 8. The system must be able to restrict requisition and purchase order if there is no available annual approved budget per financial year at time of requesting the requisition or purchase order; with further ability to restrict operational requisitions against monthly approved available budget.
 9. Allows for ability to present, track and report budget by Geographical Area.
 10. Integrated planning solution which can source input data from various modules/ landscapes/ reporting layers in CCT solutions, for example but not limited to Finance Costs, Insurance Planning, Personnel Cost Planning, Repairs and Maintenance Planning, etc. and retract relevant plan data back to the SAP HANA system, if required.

Below Budget and Financial Planning on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).

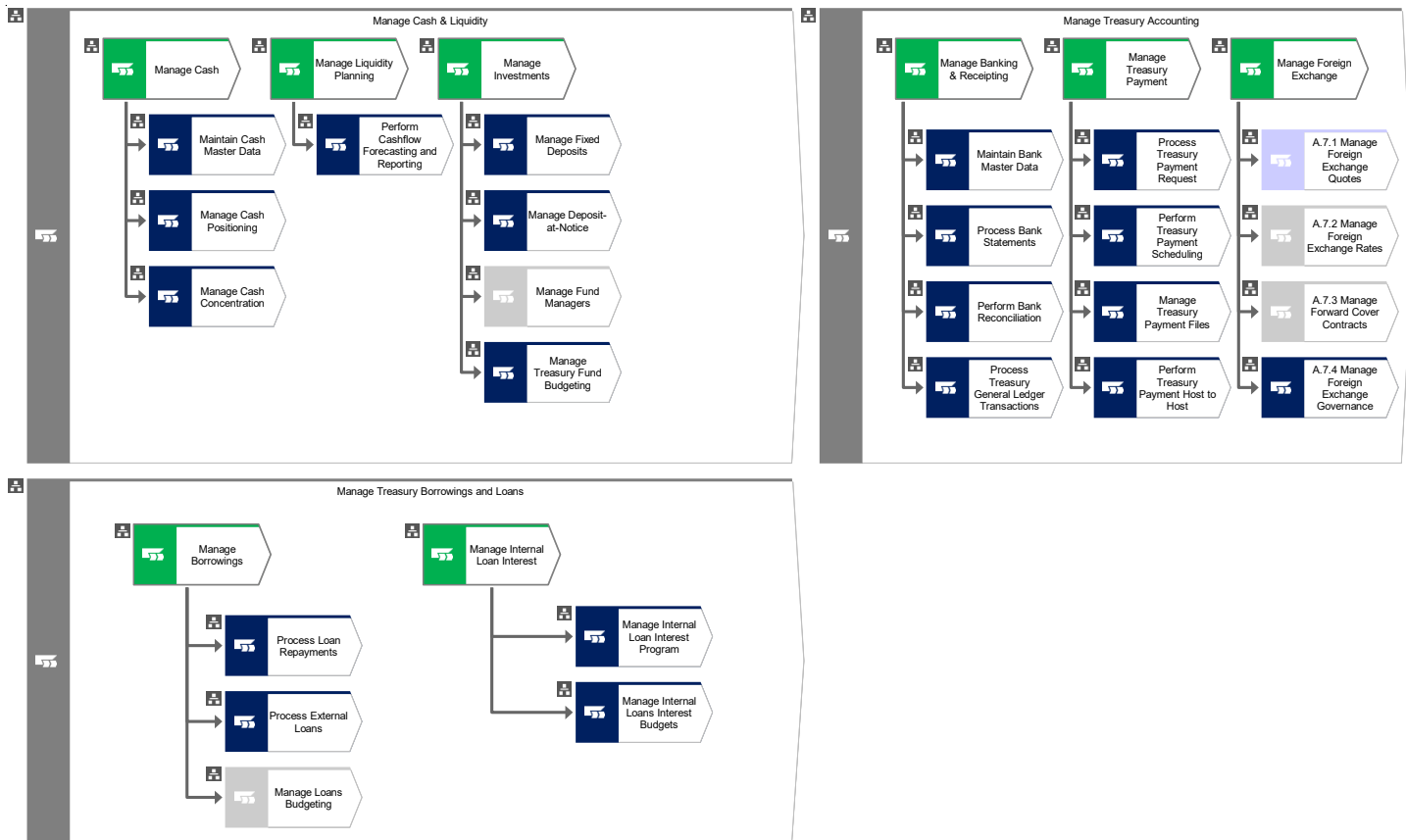




J.1.3 END GOAL: TREASURY (F4)

1. The end goal of the Treasury portion of the CAR CORE implementation is to provide a solution for treasury that helps CCT to detect and protect against potential financial risks, such as fraud, by seeing in real time if suspicious activity is happening; allows for encryption, authentication, administration and Audit trails.
2. Automatically consolidate reliable CCT-wide data from SAP HANA solution components and other CCT systems; and leverage straightforward filters that are based on various data elements to view and report on the data.
3. Provides a system that uses available analytical and reporting tools to access, analyse prepare and generate dashboards and reports.
4. The system to provide for ability to generate compliant reporting with out-of-the-box dashboards, automated scheduling and extract of information in various formats and allow reports to be distributed via email.
5. Ensure adherence to General Recognised Accounting Practice (GRAP) and other legislative requirements that includes but not limited to compliant cash, borrowings and investments reporting aligned to legislative requirements.
6. To develop accurate cash flow forecasts, through an automated system solution that consolidates cash flow data from various data sources that includes CCT systems and external systems including banks for real-time insights into how cash flows will affect future CCT cash positions.
7. Automatic data collection functionalities through system and bank integrations that enable direct data extraction from each relevant source system into a single system resulting in avoidance of errors that are associated with working in disconnected systems
8. Provides a centralised multi-bank system to manage all CCT's bank accounts, retrieve, view, analyse, and monitor cash flows, account statements, and payments centrally by connecting all CCT's bank accounts to gain instant visibility of CCT financials.
9. Automate data transfers, reports, and postings to reduce manual work and errors.
10. Provide for real time visibility into all City's financials by connecting bank accounts, core ERP systems, E-banking, and cash management tools
11. Provide automated Bank statement uploads and efficient reconciliation of bank statements with transaction data and use pre-defined posting rules to post transactions to the general ledger
12. Enable streamlined payment process that reduce the time required to approve and initiate payments
13. Automate loan contract accounts and associated calculations, particularly for concessionary loans
14. More user-friendly loan contract accounts in order to maintain the contract and edit as required over the tenure of the loan
15. Summarised loan reports to be obtained from SAP based on various aspects of the loans e.g. capital, interest outstanding, interest accruals, concessionary adjustments
16. Integrated loans budgeting model which parameters to be changed and filter through the model
17. Real-time insights into how cash flows will affect future cash positions.
18. Variance analysis of budgeted versus actual cash flows
19. Treasury system that accommodates the recording, settling and accounting of investments.

Below Treasury and Cash on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).



J.1.4 Proposed Future Architecture: Financial Management

The anticipated future SAP Modules (Licenses) for Focus Groups Finance (F1), Budgets (F3) and Treasury (F4) are listed below.

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: FI – Financial Accounting Subsystem: a. General Ledger (GL) b. Accounts Payable (AP) c. Accounts Receivable (AR) d. Asset Accounting (AA) e. Withholding Tax (TDS) (Customised version in use) f. Treasury Management (TR) g. Investment Management (IM)	License in TABLE J.15.1: SAP S/4HANA Enterprise Management for Professional use SAP S/4HANA Enterprise Management for Productivity use SAP S/4HANA Enterprise Management for Functional use Figure 1 Element: CORE Finance Accounts Payable and Receivable Invoice Management
SAP BW/4HANA	License in TABLE J.15.1: SAP Business Data Cloud (BDC) (Final) (New Implementation) Figure 1 Element: SAP BW/4HANA (Interim) SAP Analytics Cloud (SAC) (BI and Planning) (Final)
SAP Treasury (TR) (Bank Accounting / Liquidity Planner / Borrowing Management / Investment Management / Direct Receipting against GL Account)	The expectation is no special license
SAP System: ECC6 System: CO – Controlling Subsystem: a. Overhead Cost b. Product Cost Accounting c. Cost Element Account (CEL) d. Cost Center Account (CCA) e. Internal Orders	License in TABLE J.15.1: SAP S/4HANA Enterprise Management for Professional use SAP S/4HANA Enterprise Management for Productivity use SAP S/4HANA Enterprise Management for Functional use Figure 1 Element: CORE Finance

f. Product Cost Controlling (PC) g. Activity-Based Costing h. Profitability Analysis (PA)	
SAP System: SAP BW/4HANA a. BPC add-on b. PaPM add-on	Release 1 SAP System: SAP BW/4HANA a. BPC add-on b. PaPM add-on
	After Release 1 License in TABLE J.15.1: SAP Business Data Cloud (BDC) (Final) (New Implementation) Figure 1 Element: SAP Analytics Cloud (SAC) (BI and Planning) Profitability and Performance Management (PaPM) SAP BW/4HANA
SAP System: ECC6 System: PS – Project System Subsystem: a. Project Planning b. Project Preparation c. Project Tracking d. Project Reporting e. Project Costs f. WBS Elements	Catered for under Focus Group “Programme and Project Management (F7)” documented under J.7.2
Currently no license	License in TABLE J.15.1: SAP S/4HANA Enterprise Management for Professional use SAP S/4HANA Enterprise Management for Productivity use SAP S/4HANA Enterprise Management for Functional use Figure 1 Element: Funds Management

J.1.4.1 Release 1 – Technical Upgrade (Default Approach)

- a. For **Release 1** the expectation is for a technical upgrade, on a like for like basis, to convert the existing SAP ECC6 functionality to corresponding S/4HANA capabilities. The SAP S/4HANA functionality that replaces ECC functionality no longer available in SAP S/4HANA will be implemented during this release with introduction of structural changes for Universal Journal and Asset Accounting, and introduction of Funds Management. Below are some key items for consideration.
- b. **Accounts Payable:** Scope and Requirements documented under **Focus Group Procurement (F8)** in the BRTM and the expectation is that implementation scope including approach and costing of Accounts Payable forms part of PROPOSED FUTURE ARCHITECTURE: FINANCIAL MANAGEMENT.
- c. **Withholding Tax (TDS):** The expectation is that the custom functionality in use for SAP Subsystem Withholding Tax (TDS) forms part of the conversion through remediation. No expectation to transition to standard SAP S/4HANA functionality after technical upgrade.
- d. **Investment Management:** Continue with migration of Investment Management with consideration during detail design to descope if found it can be fully replaced with Funds Management.
- e. **Personnel Cost Planning (PCP):** Migrated current version and extract information from new Human Capital Management solution.
- f. **Profitability and Performance Management (PaPM):** Migrate current SAP BW/4HANA Add-on solution.
- g. **Business Planning and Consolidation (BPC):** Migrate current SAP BW/4HANA Add-on solution.
- h. **Grants Management (GM):** The CCT grants management functionality is enabled through standard and customised functionality of the Project Systems (PS) and Accounts Receivable (AR). The expectation is that the custom functionality in use forms part of the conversion through remediation. No expectation to transition to standard SAP S/4HANA functionality after technical upgrade.
- i. **Profitability Analysis (CO-PA):** Not used by CCT currently with requirement to include in approach and costing. Confirmation during detail design if functionality needed to satisfy CCT requirements and option to descope.
- j. **Cash & Liquidity Management (CLM):** CCT is currently using SAP Liquidity Planner with expectation to use Cashflow Analyser Application which must be included in scope and costing.
- k. **Treasury Risk Management:** Currently not deployed and not anticipated to deploy.

- l. **SAP BTP Multi-Bank Connectivity (MBC) or SAP Bank Communication Management (BCM):** The expectation is to continue with existing bank related functionality, and it is not anticipated to implement either SAP BTP Multi-Bank Connectivity (MBC) or SAP Bank Communication Management (BCM). The requirement is to include approach and costing as alternative to existing functionality for consideration during Detail Design.
- m. **Insurance:** Included in the technical upgrade scope is the customised functionality for insurance calculations and premiums recovery that forms part of the scope of Focus Group Insurance (F12).
- n. **Company Codes:** The following 4 company codes: City of Cape Town (CCT), Cape Town International Convention Centre (MENT) and Cape Town Stadium (CTST) and Metropolitan Transport Advisory Board (MTAB). The last 3 Company Codes are open for journals only and do not integrate with Company Code CCT. Note that CO-PA is for Company Code CCT only.
- o. **Bank:** CCT is currently only using 1 (one) local bank and no international bank. The current bank contract will be replaced with new contract commencing April 2028. Bank tender in market which may result in change of bank during project duration.
- p. **VAT Treatment:** Municipalities are allowed to report VAT on the cash basis as opposed to the invoice basis that SAP provides for. Currently CCT use custom reporting for VAT on FICA and Accounts Receivable (AR). The custom solution also provides for payables and materials management. CCT is on cash-based reporting.
- q. **Project Systems:** Included in the scope of Focus Group "Programme and Project Management (F7)" as documented under **J.7.2**.
- r. **Fiori:** Adoption and application of Fiori only for ECC transaction codes no longer available in SAP S/4HANA.
- s. **Reporting:** Migration of existing reports in SAP ECC and SAP BW is included within the technical upgrade scope of Focus Group "Reporting, Data and Analytics (G3)" as documented under **J.11.4**.
- t. **Workflow:** Included in the scope of Focus Group "Workflow (G5)" as documented under **J.11.8**.
- u. **Mobile Solutions:** Included in the scope of Focus Group "Mobile and Mobile Field Services (O4)" as documented under **J.11.10**.
- v. **Records Management:** Included in the scope of Focus Group "Records Management (O7)" as documented under **J.12.3**.
- w. **Archiving:** Included in the scope of Focus Group "Archiving (O8)" as documented under **J.12.3**.

J.1.4.2 Release 1 – New Deployment

- a. **Asset Accounting:** Greenfield implementation of Asset Accounting and integrate to all other relevant modules. Note partial use of integration with Asset Lifecycle Management (ALM) and Real estate management.
 - i. Currently CCT is using a customised Asset Insurance Register.
 - ii. The expectation is to transition to more standard SAP functionality to maintain the Asset Insurance Register in Asset Accounting. Currently there is no reference related to Insured Assets.
- b. **Funds Management:** Greenfield implementation of Funds Management.

J.1.4.3 Post Release 1 – Transformation

The **expectation after Release 1 – Technical Upgrade** is to deliver the Business Requirements Traceability (BRTM) scope using standard SAP S/4HANA functionality and transitioning to Business Data Cloud (BDC) for PaPM and BPC with decommissioning of the BW/4HANA Add-On's; and establish SAC Planning as the City's enterprise-wide planning platform.

- a. **SAC Planning:** The expectation is for the tenderer to provide costing and an implementation approach for adopting SAP Analytics Cloud (SAC) Planning as the City's enterprise-wide planning platform. The approach must include deployment options, taking licensing costs into consideration.
- b. **Personnel Cost Planning (PCP):** Replace the migrated Release 1 solution through transitioning to SAP Analytics Cloud (SAC) Planning which is part of Business Data Cloud that is part of Business Data Cloud (BDC) and decommission PCP BWHANA Add-on.

c. Profitability and Performance Management (PaPM):

- i. Data required for PaPM processing is loaded to BW/4HANA from where PaPM source the data.
- ii. Tenderers are requested to provide separate cost estimates for two options for implementation:
 - (1) retaining the current PaPM BW/4HANA Add-on migrated in Release 1; AND
 - (2) migrated Release 1 solution through transitioning to Business Data Cloud in either Release 2 or Release 3. Both release options must be separately costed.
- iii. The final decision on migration of PaPM BW/4HANA Add-on will be confirmed during the design workshops.

d. Business Planning and Consolidation (BPC):

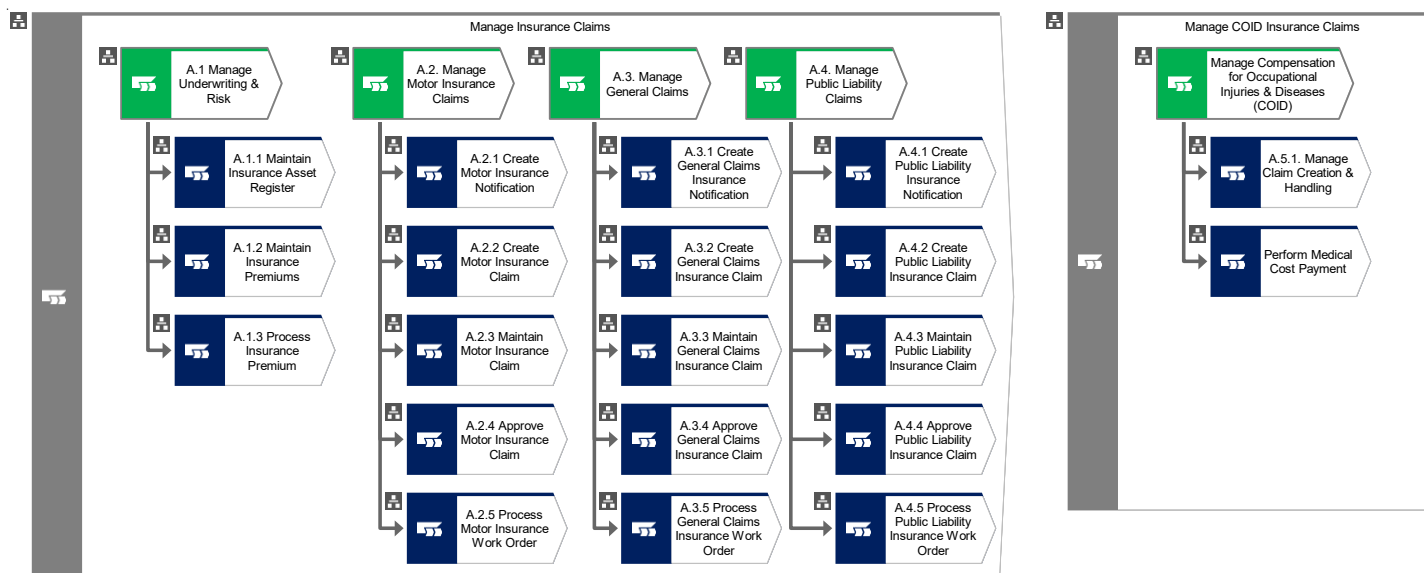
- i. The current BPC solution is an add-on to BW/4HANA therefore it sources all data from BW/4HANA.
- ii. Tenderers are requested to provide separate cost estimates for two options for implementation:
 - (1) retaining the current BPC BW/4HANA Add-on migrated in Release 1; AND
 - (2) replace the migrated version from Release 1 through transitioning to SAP Analytics Cloud (SAC) Planning which is part of Business Data Cloud. Both release options must be separately costed.
- iii. The final decision on migration of BPC BW/4HANA Add-on will be confirmed during the design workshops.

- e. **mSCOA Alignment:** Future planning structures and data models must be fully aligned to mSCOA segments within SAC Planning, with the ability to produce mSCOA-compliant planning outputs that integrate seamlessly with SAP S/4HANA Budgeting and Funds Management.
- f. **Advanced Financial Closing Cockpit (AFC):** Due to the on-premise implementation of SAP S/4HANA, the Advanced Financial Closing functionality available in SAP S/4HANA Cloud is not considered within the scope of this tender.
- g. **Fiori:** Adopting Fiori and enable Fiori applications.
- h. **Embedded analytics and Reporting:** Part of Focus Group Reporting, Data and Analytics (G3) as documented under J.11.4.
- i. **Standard SAP S/4HANA and Cloud Solution Functionality:** Transition to standard SAP S/4HANA and cloud solution functionality to reimagine existing customisations and move closer to a Clean Core approach following Release 1 – Technical Upgrade. This includes enabling standard SAP S/4HANA and cloud solution functionality, with limited customisation, to deliver the BRTM scope identified by the “To Include” and “Future” indicators in the CCT BRTM document.

J.2 INSURANCE MANAGEMENT**J.2.1 END GOAL: INSURANCE (F12)**

1. The end goal of the Insurance portion of the CAR Core implementation is to provide a system that caters for all existing functionality in Current SAP Solutions and integrates appropriately.
2. All stakeholders have confidence in the system and processes enables through the system.
3. provides the ability to keep the CCT Insurance Asset register up to date, maintain insurance premiums and process insurance claims which include maintenance work required on CCT assets.
4. Key legislative and governance specific requirements must be catered for in the new system.

Below Insurance on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).



J.2.2 Proposed Future Architecture: Insurance Management

The anticipated future SAP Modules (Licenses) for Focus Groups Insurance (F12) are listed below.

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: FI – Financial Accounting Subsystem: a. Accounts Payable (AP)	Covered under Finance (F1)
SAP System: ECC6 System: PM – Plant Maintenance Subsystem: a. Maintenance planning b. Preventive Planning c. Service Management d. Predictive Maintenance e. Project Maintenance	Covered under Repairs and Maintenance (O1b)

J.2.2.1 Release 1 – Technical Upgrade (Default Approach)

- The technical upgrade of the Insurance solution forms part of the Finance (F1) and Plant Maintenance (O1b) implementation components (focus groups). As such, there will be no separate approach or costing for the Insurance (F12) focus group. Below are some key items for consideration.
- Insurance Asset Register:** CCT currently utilises a customised Asset Insurance Register. Included within the scope of the “Finance (F1)” focus group, as documented under **J.1.4**.
- Accounts Payable:** Scope and requirements are documented under the “Procurement (F8)” focus group in the BRTM. The expectation is that the implementation of Accounts Payable will form part of the “Proposed Future Architecture: Financial Management” documented under **J.1.4**.
- Repairs and Maintenance:** Scope and requirements are documented under Focus Group “Insurance” (F12) in the BRTM. The expectation is that the implementation will form part of the “Proposed Future Architecture: Asset Management” documented under **J.4.4**.
- Reporting:** Migration of existing reports in SAP ECC and SAP BW/4HANA is included within the technical upgrade scope of the “Reporting, Data and Analytics (G3)” focus group, as documented under **J.11.4**.
- Workflow:** Included within the scope of the “Workflow (G5)” focus group, as documented under **J.11.8**.

J.3 MUNICIPAL STANDARD CHART OF ACCOUNTS

J.3.1 END GOAL: MSCOA (F2)

1. The end goal of the mSCOA portion of the CORE CAR implementation is to embed the Municipal Standard Chart of Accounts (mSCOA) Regulatory Requirements i.e. the 6 segments (Item, Project, Fund, Region, Function and Costing), in the transactional system's master data.
2. Provide for the information required for reporting on mSCOA (as regulated) to be available in the ERP database tables. The six mSCOA Segments with the corresponding Global Unique Identifiers (GUIDs) need to be provided in the SAP HANA database tables to report directly from the ERP system for all compliancy requirements without any manual intervention or enrichment of data.
3. Maintain the CCT Ledger Structure feeding into the Annual Financial Statement process, not to deprive CCT of their "Clean Audit Status".
4. The system to enable seamless alignment between budget and actual information with automated reporting to National Treasury, (NT) without any manual intervention or enrichment of data.
5. The system to provide for functionality which will allow end users to maintain mSCOA account assignments and derivations in a simplified, efficient and user-friendly way.
6. The system design should be flexible and dynamic to accommodate for future compliance requirements as regulated by Treasury (NT) or other regulatory bodies.
7. Provide for the alignment CCT business processes to the latest minimum business processes as prescribed by National Treasury (NT).
8. The solution should give effect to CCT mSCOA Principles.
9. Key legislative and governance specific requirements must be catered for in the new system.

Municipal Standard Chart of Accounts (mSCOA) prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets, liabilities, equity, policy outcomes and legislative reporting. All mSCOA transactions must be classified in a specific order. This affects municipal officials across the municipality and at all levels (also in user departments) as the multidimensional recording and reporting of every transaction across the 7 segments are required. Below brief explanation of the mSCOA segments.

1. Project Segment - This segment provides for the classification of capital and operating projects as provided for in the integrated development plan (IDP), as provided for in the Municipal Structures Act, 1998 (Act No. 117 of 1998), and funded in the budget and records information on spending as against the budget as well as the utilisation of funds provided for the project. The appropriate classification code of a transaction in this segment will be determined based on whether it relates to a specific project and if so, the type of project.
2. Function Segment - This segment provides for the classification of the transaction according to the function or service delivery objective and provides for the standardisation of functions and sub-functions across local government with due regard to specific service delivery activities and responsibilities of each individual municipality or municipal entity.
3. Item Segment - This segment provides for the classification of item detail in the presentation of the financial position, performance and cash flow of the municipality or municipal entity. The appropriate classification code will be determined according to the nature of the transaction either as revenue, expenditure, asset, liability or net asset.
4. Funding Segment - This segment identifies the various sources of funding available to municipalities and municipal entities for financing expenditure relating to the operation of the municipality and provides for both capital and operational spending. The appropriate classification code of a transaction in this segment will be determined according to the source of funding against which a payment is allocated and the source of revenue against which income is received.
5. Regional Indicator Segment - This segment identifies and assigns government expenditure to the lowest relevant geographical region as prescribed, and the appropriate classification code will be determined according to the defined geographical area within which the intended beneficiaries of the service or capital investment are located who are deriving the benefit from the transaction.
6. Costing Segment - This segment provides for a classification structure for secondary cost elements and acts as a cost collector in determining inter alia total cost of a service or function, identification of

productivity inefficiencies and tariff determination of municipal services. Classification codes are identified with reference to departmental charges, internal billing and activity-based recoveries for purposes of recording specific activities and functions in terms of their unit costs and cost categories.

7. **Municipal Standard Classification Segment** - This segment provides for the organisational structure and functionality of an individual municipality, which is not prescribed, but must incorporate the structure and functionality as determined by that municipality. Reporting is not done in respect of this segment to National Treasury.

J.3.2 Proposed Future Architecture: Municipal Chart of Accounts

The following principles adopted for current mSCOA implement:

- a. mSCOA related reporting to National Treasury is from SAP BW/4HANA.
- b. SAP objects and combinations of SAP objects are transformed in SAP BW4/HANA to derive mSCOA GUIDs.
- c. The full mSCOA chart is maintained in SAP BW/4HANA to facilitate reporting

J.3.2.1 Release 1 – Technical Upgrade (Default Approach)

- a. For Release 1, the expectation is for SAP objects to remain and that the SAP BW/4HANA reporting solutions be migrated with the understanding that the new data sources will be used to derive the mSCOA GUIDs. Below are some key items for consideration.
- b. **mSCOA Reporting:** Migration of existing mSCOA is included within the technical upgrade scope of the “Reporting, Data and Analytics (G3)” as documented under **J.11.4**.

J.3.2.2 Post Release 1 – Transformation

The expectation following Release 1 – Technical Upgrade is to deliver the Business Requirements Traceability Matrix (BRTM) scope for mSCOA.

- a. **Embedded in SAP:** Configure all budgeting and transactional elements to align to the seven mSCOA segments, namely Project, Function, Item, Fund, Costing, Region, and Asset.
- b. **Reporting from SAP:** Adapt mSCOA reporting to National Treasury based on the revised SAP mSCOA configuration and enhancements.
- c. **Standard SAP S/4HANA and Cloud Solution Functionality:** Transition to standard SAP S/4HANA and cloud solution functionality to reimagine existing customisations and move closer to a Clean Core approach following Release 1 – Technical Upgrade. This includes enabling standard SAP S/4HANA and cloud solution functionality, with limited customisation, to deliver the BRTM scope identified by the “To Include” and “Future” indicators in the CCT BRTM document.

J.4 ASSET MANAGEMENT

Asset Management comprises of Focus Groups Asset Lifecycle Management (O1a), Plant Maintenance (O1b) and Fleet Management (O1d) with combined Proposed Future Architecture documented under **J.4.4**.

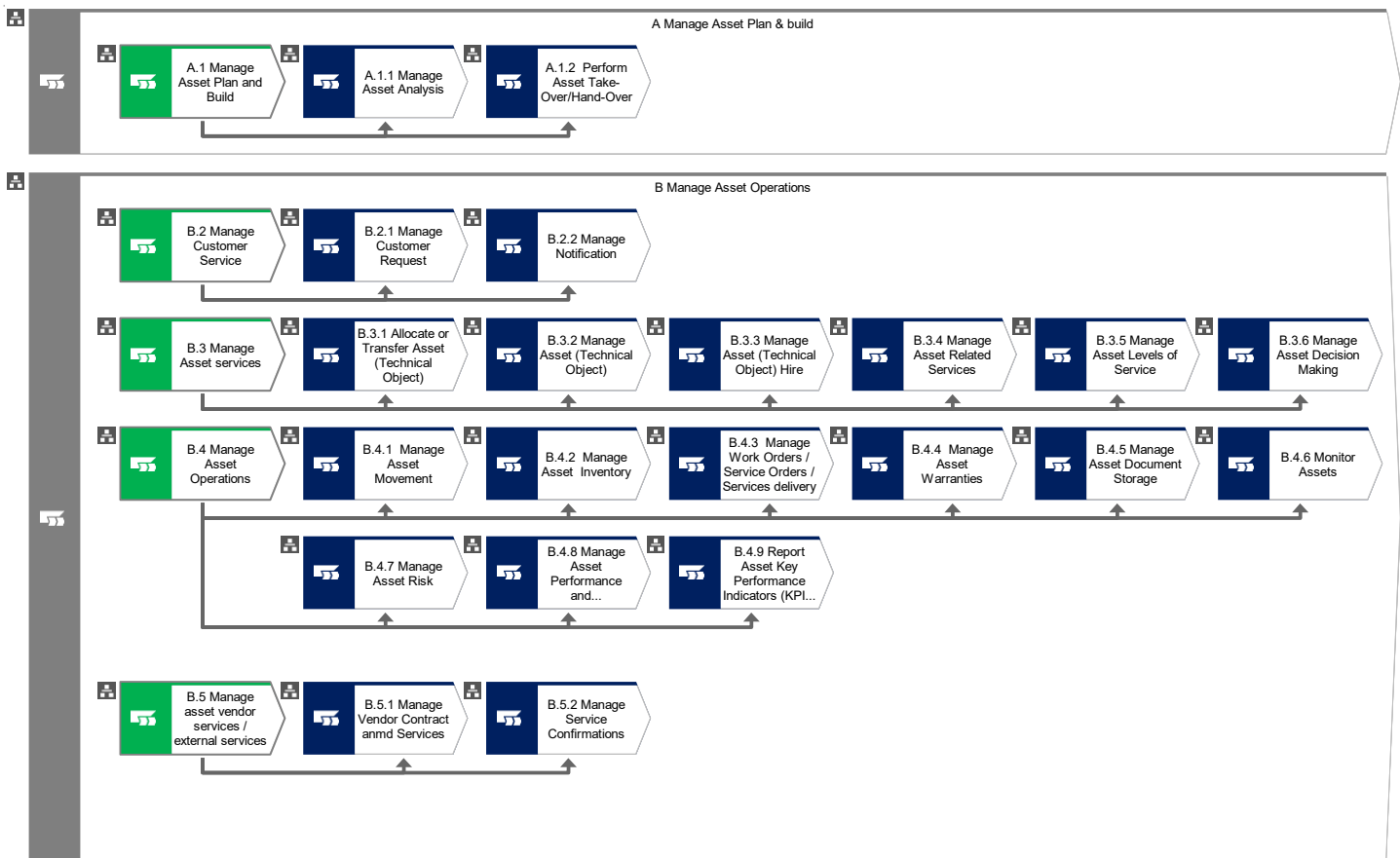
J.4.1 END GOAL: ASSET LIFECYCLE MANAGEMENT (O1a)

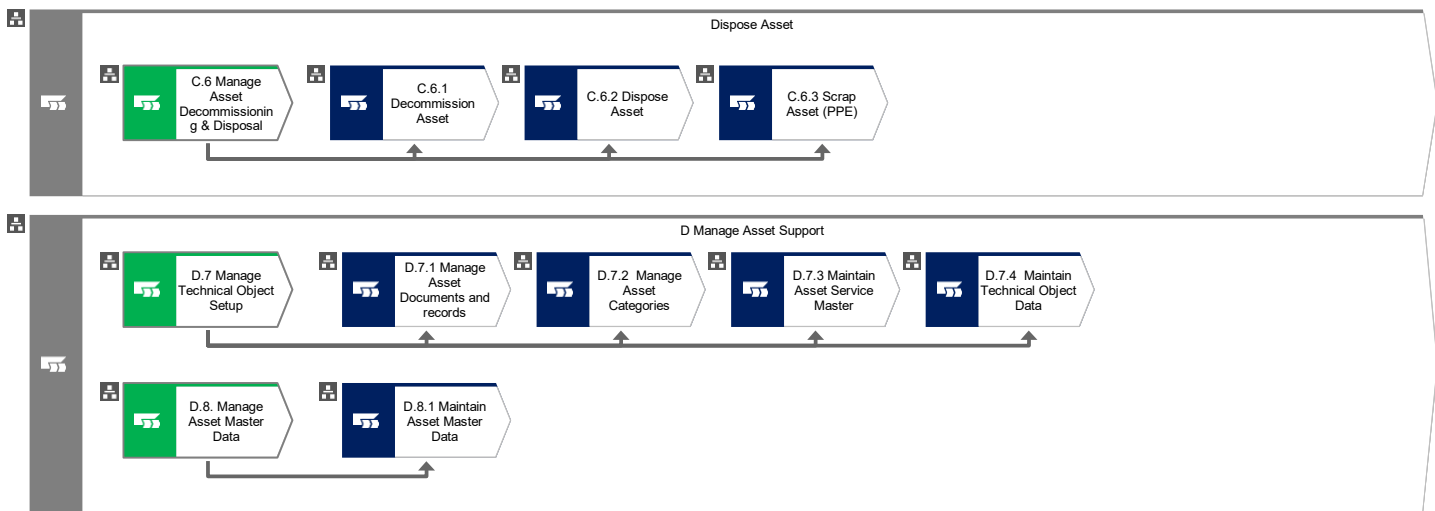
1. The end goal of the Asset Lifecycle Management portion of the CAR Core implementation is to provide a system that enables efficient and effective Asset Management for the CCT across the phases of the asset lifecycle.
2. Provide a digital and adaptable platform to facilitate timeous and accurate asset lifecycle management functions, automated business processes and enable ‘one version of the truth’ across the various CCT value chains impacting assets. The system to make provision for future asset lifecycle processes.
3. Facilitates that CCT Property, Plant, Equipment commonly referred to within CCT as PPE and

Infrastructures/Networks are optimally managed, maintained and reported on.

4. Supports the Asset Lifecycle Management process to optimise CCT asset value realised, service-delivery potential and benefits, as well as to minimise their related risks, costs over their entire life.
5. Real-time integration of all asset related data sources and spatial information from various CCT systems.
6. Enable summation of asset lifecycle management activities that allows for more meaningful reporting, asset valuation, operational execution as well as visibility of asset lifecycle planning and actuals.
7. Key legislative and governance specific requirements must be catered for in the new system that includes the various acts, regulations, policies, reporting frameworks, standards and industry/institute/guidelines of best practice as well as CCT By-laws,
8. Enables the combination of management, financial, economic, engineering, and other practices applied to physical assets to provide the best value level of service for the costs involved. It includes the management of the entire life cycle, including design, construction, commissioning, operating, maintaining, repairing, modifying, replacing, and decommissioning/disposal of assets.
9. At minimum replacement of asset life cycle related Current SAP Solutions and Corporate CRM functionality in production that includes integrations, workflows and reporting.
10. The solution to provide for holistic view over all phases of asset lifecycle delivery (acquire, operate, maintain, dispose).

Below Manage Asset Lifecycle on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).



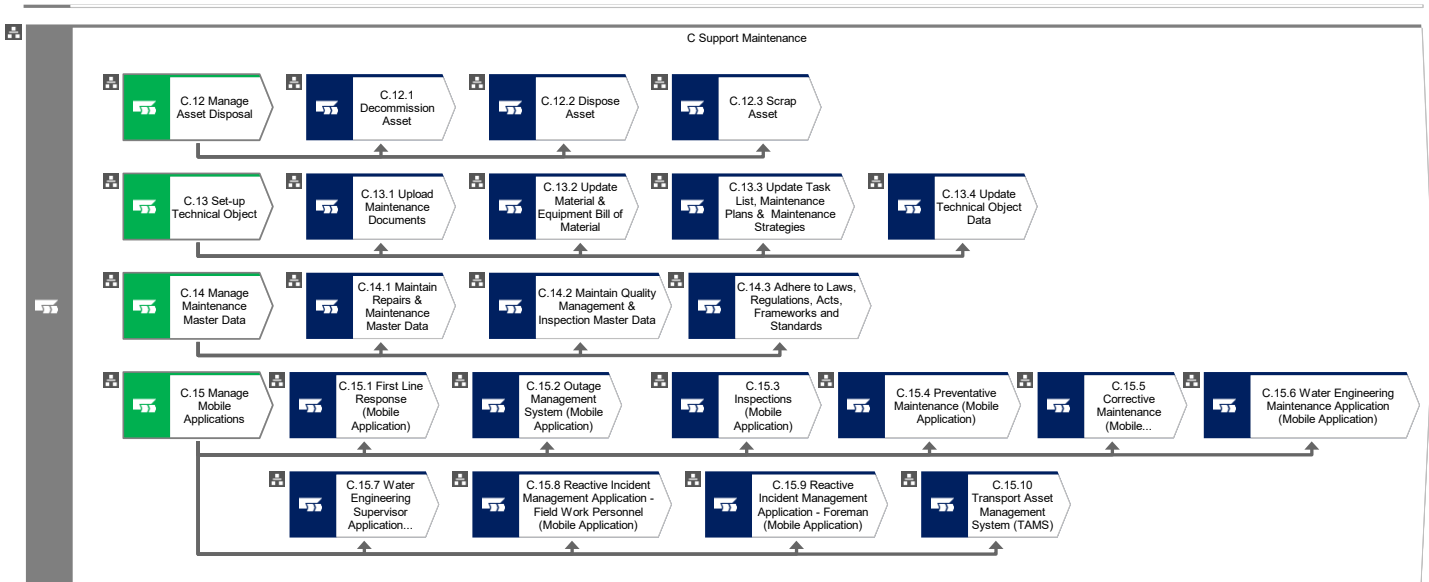


J.4.2 END GOAL: REPAIRS AND MAINTENANCE (O1b)

1. The end goal of the Repairs and Maintenance portion of the CAR CORE implementation will be to facilitate an integrated Asset Lifecycle Management solution to facilitate efficient and effective planned and unplanned Repairs and Maintenance functions within CCT.
2. Provide a digital and adaptable platform to facilitate timeous and accurate repairs and maintenance through a solution landscape that provides digital automation of business processes, makes provision for future Repairs and Maintenance processes, and provides one version of the truth.
3. Provide a digital and adaptable platform that enables functionality to ensure Property, Plant and Equipment commonly referred to as PPE in CCT, as well as Infrastructures and Networks are optimally managed, maintained and reported on.
4. Facilitates a collaborative process between all stakeholders and systems within the Asset Lifecycle Management value chains to maximise asset service-delivery potential and benefits, as well as to minimise asset related risks and costs over the asset life span.
5. Facilitates real-time integration between various solutions that enable Repairs and Maintenance functionality, data sources and spatial information requirements.
6. Summation of Repairs and Maintenance activities that allows for more meaningful reporting, operational execution as well as visibility of repairs planning and actuals by relevant 'cost object' and related hierarchies, maintenance operations, maintenance type, maintenance asset class and financial asset class.
7. Key legislative and governance specific requirements and CCT By-laws, governance, processes and standards must be catered for in the new system.
8. At minimum replacement of plant maintenance related Current SAP Solutions and Corporate CRM functionality that includes integrations, workflows and reporting.
9. Holistic view on Repairs and Maintenance, Preventative & Corrective Maintenance, Fleet Management, Warrantees and Disposal.

Below Manage Repairs and Maintenance on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).

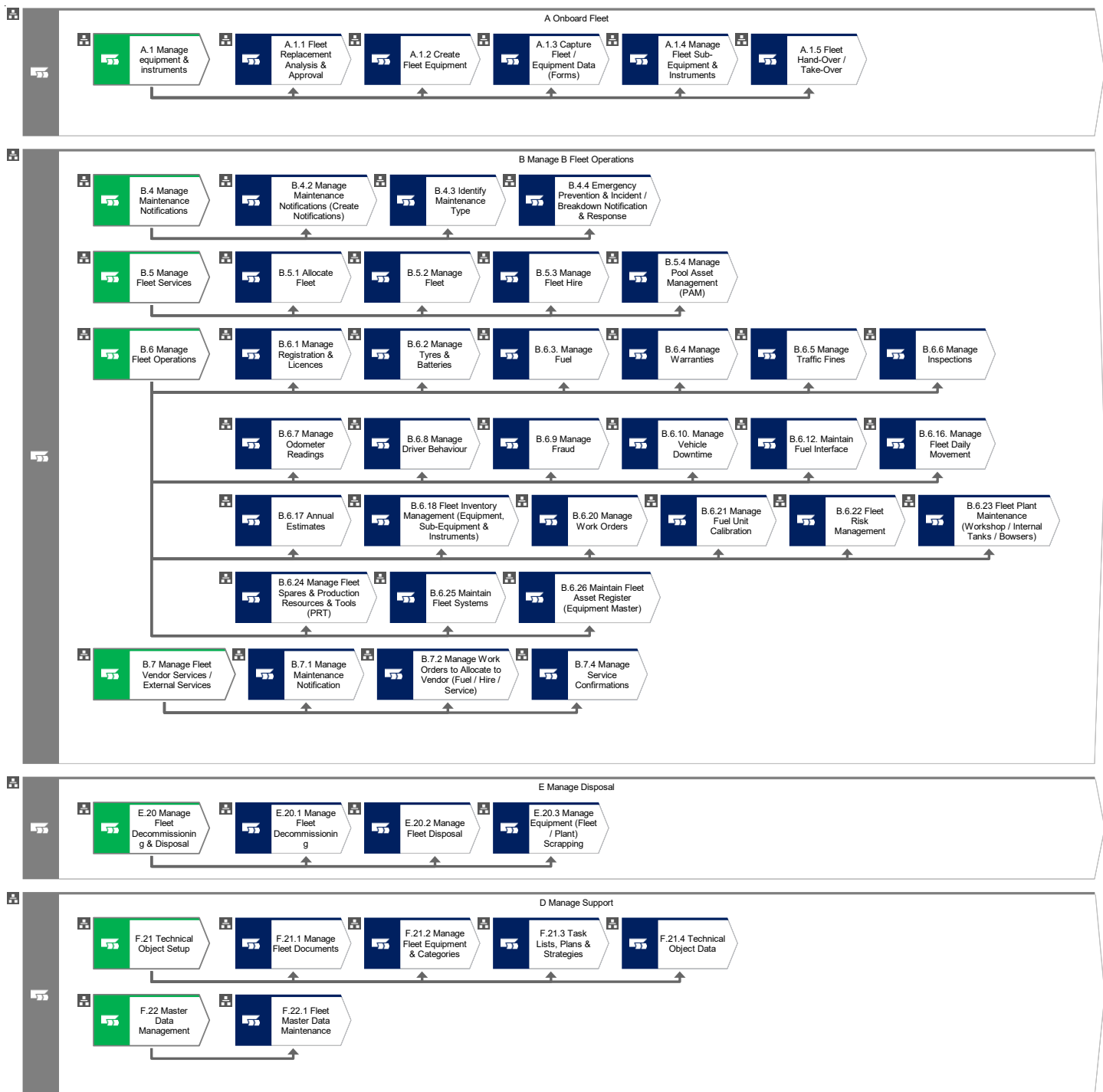




J.4.3 END GOAL: FLEET MANAGEMENT (O1d)

1. The end goal of the Fleet Management portion of the CAR Core Implementation is to provide for a Fleet Management capability that facilitates timeous and accurate Fleet lifecycle management, fleet solutions, fleet hire, fleet repairs and maintenance through a solution landscape that provides digital automation of business processes, make provision for future Fleet Management processes and “one version of the truth”
2. Ensure CCT fleets are optimally managed, maintained and reported.
3. Provide a digital and adaptable platform that facilitates the fleet management processes to maximise service delivery potential and benefits, as well as to minimise their related risks and costs over their entire life.
4. Realtime integration of all fleet assets related data sources and spatial information from various CCT systems.
5. Enable summation of fleet activities that allows for more meaningful reporting, operational execution as well as visibility of fleet planning and actuals by project, fleet operation, fleet activity type, fleet asset class and financial asset class.
6. Key legislative and governance specific requirements must be catered for in the new system.
7. At minimum replacement of fleet related Current SAP Solutions functionality that includes integrations, workflows and reporting.
8. Holistic view on fleet management, fleet maintenance, fleet services, fleet vendors, fleet hire, fleet risks, fuel management, warranties, insurance claims, COID claims and disposal.

Below Manage Fleet on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).



J.4.4 Proposed Future Architecture: Asset Management

The anticipated future SAP Modules (Licenses) for Focus Groups Asset Lifecycle Management (O1a), Plant Maintenance (O1b) and Fleet Management (O1d) are listed below.

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: FI – Financial Accounting Subsystem: a. Asset Accounting (AA)	Covered under Focus Group Finance (F1)
SAP System: ECC6	License in TABLE J.15.1:

System: PM – Plant Maintenance Subsystem: a. Maintenance planning b. Preventive Planning c. Service Management d. Predictive Maintenance e. Project Maintenance	SAP S/4HANA Enterprise Management for Professional use SAP S/4HANA Enterprise Management for Productivity use SAP S/4HANA Enterprise Management for Functional use Figure 1 Element: Asset & Plant Maintenance
SAP System: ECC6 System: MM – Materials Management Subsystem: a. Inventory Management	Covered under Focus Group Inventory Management (O1c)
SAP System: ECC6 System: QM – Quality Management Subsystem: a. Planning b. Process Inspections c. Notifications of Quality d. Quality Control e. Test Equipment f. Quality certifications g. General Functions	License in TABLE J.15.1: SAP S/4HANA Enterprise Management for Professional use SAP S/4HANA Enterprise Management for Productivity use SAP S/4HANA Enterprise Management for Functional use Figure 1 Element: Asset & Plant Maintenance
No current licenses	License in TABLE J.15.1: SAP Spatial Asset Management for SAP S/4HANA Figure 1 Element: Spatial Asset Management & GEF
No current licenses	License in TABLE J.15.1: SAP Field Service Management Figure 1 Element: Field Service Management
No current licenses	License in TABLE J.15.1: Mobile Execution and Dynamic Forms (rebranded licensing bundle for the SAP Service and Asset Manager (SSAM)) Figure 1 Element: Mobile Execution and Dynamic Forms
No current licenses	License in TABLE J.15.1: SAP Asset Performance Management (SAP APM) Figure 1 Element: SAP Asset Performance Management (APM)
No current licenses	License in TABLE J.15.1: SAP Crowd Services
SMP component	License in TABLE J.15.1: SAP Mobile Services Figure 1 Element: Mobile Asset Management (SAM)

J.4.4.1 Release 1 – Technical Upgrade (Default Approach)

- For **Release 1 the expectation is for a technical upgrade**, on a like for like basis, to convert the existing SAP ECC6 functionality to corresponding S/4HANA capabilities. The SAP S/4 HANA functionality that replaces ECC functionality no longer available in SAP S/4 HANA will be implemented during this release with introduction of Spatial Asset Management including Geo Enablement Framework (GEF). Below are some key items for consideration.
- Master Data Governance (MDG):** Currently, the SAP Master Data Governance (MDG) module is not utilised within CCT. Master data governance processes for complete CCT SAP environment are currently managed through alternative solutions and processes outside of SAP MDG module.
- Support Insurance:** Enable the Insurance (F12) Implementation Component (Focus Group) for capture of Insurance Assets as well as managing insurance claims process.
- Integrate Asset Accounting:** Facilitates the integration between Asset Lifecycle Management and Finance Asset Accounting. Technical upgrade of Asset Accounting is included in Finance (F1).
- GIS Integration:** Integrate Spatial Asset Management that includes the Geo Enablement Framework (GEF) with GIS and mapping services where CCT GIS solution is ArcGIS from ESRI.
- Quality Management:** Migrate current quality management functionality as part of the technical upgrade.

- g. **Fiori:** Adoption and application of Fiori only for ECC transaction codes no longer available in SAP S/4HANA.
- h. **Reporting:** Migration of existing reports in SAP ECC and SAP BW is included within the technical upgrade scope of Focus Group “Reporting, Data and Analytics (G3)” as documented under **J.11.4**.
- i. **Internal / External Portals:** Included in the scope of Focus Group “Web-based Internal and External Portals with Self Service (E-Services) (G4)” under documented under **J.11.6**.
- j. **Workflow:** Included in the scope of Focus Group “Workflow (G5)” as documented under **J.11.8**.
- k. **Mobile Solutions:** Included in the scope of Focus Group “Mobile and Mobile Field Services (O4)” as documented under **J.11.10**.
- l. **Records Management:** Included in the scope of Focus Group “Records Management (O7)” as documented under **J.12.3**.
- m. **Archiving:** Included in the scope of Focus Group “Archiving (O8)” as documented under **J.12.3**.

J.4.4.2 Release 1 – New Deployment

a. **Spatial Asset Management with Geo Enablement Framework:**

- i. The expectation is to minimise the changes in Release 1 and do full adoption of GEF including review of “capture and share” relationship between SAP S/4HANA and CCT Geographic Information System (GIS) in Release 2.
- ii. Tenderers are requested to provide separate cost estimates for two options for implementation:
 - (1) retaining the current functionality and integrating it to SAP S/4HANA in Release 1; AND
 - (2) Greenfield implementation of SAP Spatial Asset Management including GEF for SAP S/4HANA in either Release 1 or Release 2. Both release options must be separately costed.
- iii. The final decision on implementation timing of SAP Spatial Asset Management for SAP S/4HANA will be confirmed during the design workshops.

b. **SAP Service and Asset Manager (SSAM):**

- i. The expectation is that the tenderer must provide cost estimates for Greenfield Implementation as **replacement of “Energy Corrective Maintenance” Mobile application** in Release 1.
- ii. Tenderers are requested to provide separate cost estimates for two options for implementation:
 - (1) **Replacement of 1 Mobile application** of SSAM in Release 1; AND
 - (2) Full implementation of SSAM in Release 2.
- iii. The final decision on implementation timing of SSAM will be confirmed during the design workshops. During detail design an alternative mobile solution may be chosen for Release 1.

c. **SAP Field Service Management (FSM):**

- i. The expectation is that the tenderer must provide cost estimates for Greenfield Implementation as **integration with “Energy Corrective Maintenance” Mobile application** in Release 1.
- ii. Tenderers are requested to provide separate cost estimates for two options for implementation:
 - (1) **Integration of 1 Mobile application** of FSM in Release 1; AND
 - (2) Full implementation of FSM in Release 2.
- iii. The final decision on implementation timing of FSM will be confirmed during the design workshops. During detail design an alternative mobile solution may be chosen for Release 1.

d. **SAP S/4 Enterprise Asset Management (EAM) best practice framework:**

- i. In instances where the current functionality, including customisations, cannot be technically upgraded or remediated the expectation is to consider the SAP S/4 Enterprise Asset Management best practice framework containing standard S/4 capabilities and practices as the default alternative.
- ii. Tenderers are requested to provide separate cost estimates for two options for implementation:
 - (1) EAM best practice framework for **“Energy Corrective Maintenance”** in Release 1; AND

(2) Full implementation of EAM best practice framework in either Release 2 or Release 3. Both release options must be separately costed.

- iii. The final decision on implementation timing of EAM best practice framework will be confirmed during the design workshops. During detail design an alternative mobile solution may be chosen for Release 1.

J.4.4.3 Post Release 1 – Transformation

The **expectation after Release 1 – Technical Upgrade** is to deliver the Business Requirements Traceability (BRTM) scope using standard SAP S/4HANA functionality and transitioning to SAP mobile solutions that include SAP Service and Asset Manager (SSAM) and Field Service Management (FSM) including Crowd Services.

- a. **SAP Service and Asset Manager (SSAM):** Greenfield implementation integrated with Field Service Management (FSM).
- b. **Field Service Management (FSM):** Greenfield implementation with integration to Service Cloud.
- c. **Asset Performance Management (APM):** Not used by CCT currently.
 - i. The expectation is that the tenderer must include in approach and provide cost estimates in either Release 2 or Release 3. Both release options must be separately costed.
 - ii. Confirmation during detail design if functionality needed to satisfy CCT requirements and option to descope.
- d. **GIS Integration:** Integrate SSAM and FSM with GIS and mapping services where CCT GIS solution is ArcGIS from ESRI. There is more than 1 ArcGIS solution deployed within CCT.
- e. **Fiori:** Adopting Fiori and enable Fiori applications including the 9-Step FIORI Phase Model for the maintenance process.
- f. **Embedded analytics and Reporting:** Part of Focus Group Reporting, Data and Analytics (G3) as documented under J.11.4.
- g. **Mobile Solutions:** Decommission the Asset Management mobile solutions migrated in Release 1 as part of the technical upgrade scope of “Mobile and Mobile Field Services (O4)” as documented under J.11.10.
- h. **Standard SAP S/4HANA and Cloud Solution Functionality:** Transition to standard SAP S/4HANA and cloud solution functionality to reimagine existing customisations and move closer to a Clean Core approach following Release 1 – Technical Upgrade. This includes enabling standard SAP S/4HANA and cloud solution functionality, with limited customisation, to deliver the BRTM scope identified by the “To Include” and “Future” indicators in the CCT BRTM document.

J.5 REAL ESTATE MANAGEMENT

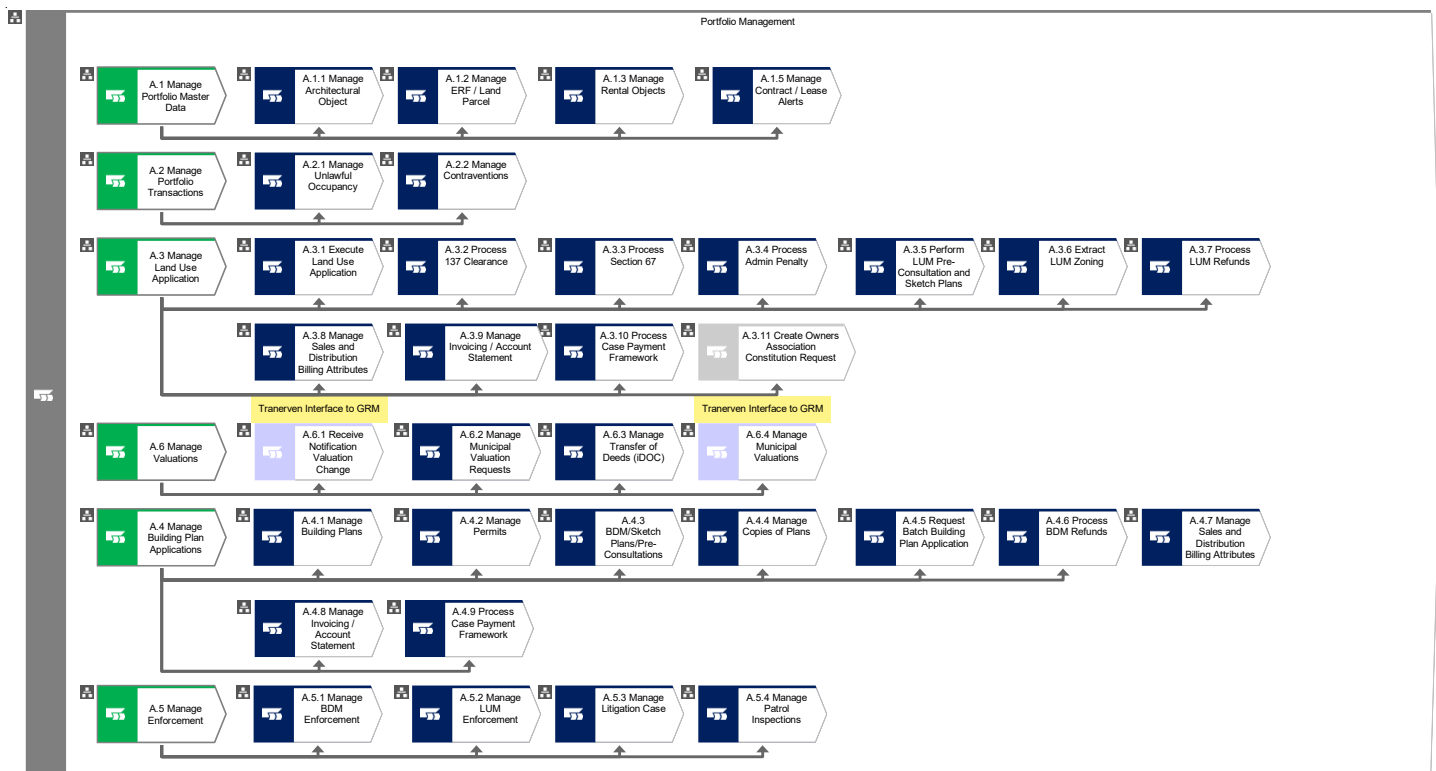
J.5.1 END GOAL: REAL ESTATE (O3) including PROPERTY VALUE CHAIN (O2)

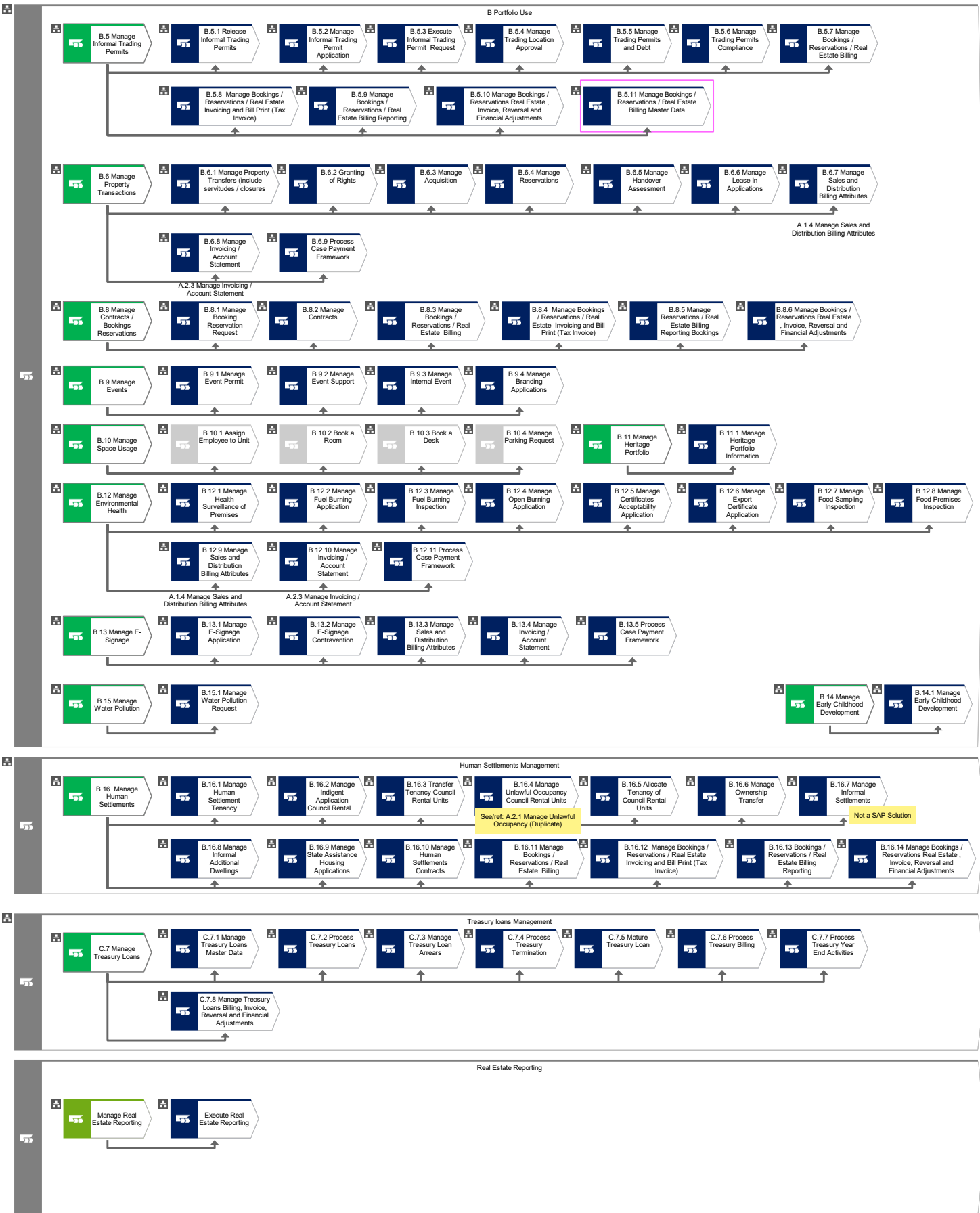
1. The end goal of the Real Estate and Property Value Chain portions of the CAR CORE implementation is to provide an integrated, enterprise-wide real estate solution that facilitates CCT's processes and practices related to City owned (22416 with City Business Partner Number) and City serviced (900 000 to 1 000 000) properties inside and outside City boundaries.
2. Provide visibility of City owned and City serviced properties inside and outside City boundaries on spatial view.
3. Provide a digital and adaptable platform to provide a centralised a-spatial repository of accurate, easily accessible property information and capability that streamline data collection, analysis and sharing by accurately aggregating individual portfolio items to create a consolidated portfolio view.
4. Provide the ability to manage Development Applications from birth to billing that include steps Town Planning and Building Control, Register and Transfer of Property, Valuations, Revenue Clearance that transition to billing.
5. Caters for capture of Parcels and the conditions attached to Parcels (property restrictions) used in the Revenue Clearance Solution, and property type objects that include but are not limited to Sectional

Title Schemes, Units and Allocations, Registered Leases, Public Service Infrastructure, Servitudes and Immovable Property Asset Register (IPARA).

6. Caters for capture and update of all Real Estate and Property Value Chain master and transactional data, and the integration of the data to and from CCT spatial solution(s).
7. Real time integration between various internal and external solutions that include spatial components from the Geographical Information System (GIS) solution, ownership information automated integration from the Deeds Office solution and Property Value automated integration from GRM solution.
8. Facilitates a collaborative process between all stakeholders and solutions that enables synchronisation of information from various sources aiming to reduce administrative costs, increase data entry speed and accuracy and enhance the ability to maintain an accurate real estate repository with uniform one direction integration from Real Estate to other SAP HANA solutions components, other CCT systems and external systems.
9. Visibility to accurate and up-to date property values and ownership through automated integration from external solutions; translating that into income for the City. Integration between Real Estate solutions and other external solutions like Government Revenue Management (GRM) system on creation, registration, ownership transfer, property sales, improvements, zoning update, address for create and update of real estate entities.
10. A set of graphical tools to view the real estate portfolio in its entirety, or by specific criteria, incorporate Building, Structure, Land, (ERF) and overall portfolio dashboards for consolidated views with income and expense.
11. Summation of real estate and property value chain activity for reporting that provides one version of the truth and support portfolio analysis with Key Performance Indicators (KPI's) charting based on integrated information relating to geography, type of space use, area availability, owned versus leased space, income versus expense, etc. for more meaningful reporting.
12. Caters for the ability to have visibility of lineage history and/or relationships for up to 30 years on City owned and City serviced properties inside and outside City boundaries. History to be maintained for both the spatial (lineage) and a-spatial components.
13. Key legislative and governance specific requirements and CCT policies must be catered for in the new system.

Below Manage Real Estate, Valuation, Land Use and building Control on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).





J.5.2 Proposed Future Architecture: Real Estate Management

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: RE – Real Estate Management Subsystem: a. Basic Data (Master Data) b. Business Partners c. Rental d. Input Tax Treatment e. Third-Party Management f. Correspondence g. Real Estate Controlling h. Real Estate General Contract i. Information System j. Flexible Real Estate Management	License in TABLE J.15.1: SAP Real Estate Management for SAP S/4HANA, residential property management option Figure 1 Element: Real Estate
SAP System: ECC6 System: FI – Financial Accounting Subsystem: a. Treasury Management (TR) (Treasury Loans - Loans Management)	Tenderer to Propose
SAP System: ECC6 a. SAP ECC Case Management	Covered under Focus Group “Case Management (O5)”
SAP System: ECC6 System: IS - SAP Industry b. Utilities (Device Management / Customer Care / Property Rates)	Covered under Focus Group “Revenue Management (F5) and Billing and Invoicing (F6)”
SAP System: ECC6 System: SD - Sales & Distribution Subsystem: c. Sales d. Billing or Invoice generation e. Bills of Material (BOM)	Covered under Focus Group “Revenue Management (F5) and Billing and Invoicing (F6)”
SAP System: ECC6 System: CO – Controlling Subsystem: a. Overhead Cost b. Product Cost Accounting c. Cost Element Account (CEL) d. Cost Center Account (CCA) e. Internal Orders f. Product Cost Controlling (PC) g. Activity-Based Costing h. Profitability Analysis (PA)	Covered under Focus Group “Finance (F1)”

J.5.2.1 Release 1 – Technical Upgrade (Default Approach)

- a. For Release 1, the expectation is to perform a technical upgrade on a like-for-like basis, converting the existing SAP ECC6 functionality to the corresponding SAP S/4HANA capabilities. Below are some key items for consideration.
- b. Where existing SAP ECC6 functionality is no longer available in SAP S/4HANA, the relevant replacement functionality in SAP S/4HANA must be implemented as part of this release. This includes the introduction of SAP Build Work Zone as a replacement for portal solutions and Folder Management for case-related solutions, where applicable.
- c. **Real Estate:** The SAP RE-FX solutions for contract management and room reservations are predominantly standard. The SAP RE-FX solutions for Land Use Management have a higher degree of customisation.
 - i. The case solutions for Real Estate are excluded from scope as catered for in Focus Group “Case Management (O5)” as documented under J.11.12.
- d. **Real Estate Integrations (Customised Interfaces and Dependencies):** The Real Estate module has several customised integrations with satellite systems and SAP modules to support end-to-end business processes. These integrations are largely customised and form part of the technical upgrade scope due to their impact on data consistency, process flow, and cross-module dependencies. These include:
 - i. IS-U (Industry Solution – Utilities): Property Transfers, Master Data Creation, IPARA Linking and

Values Interface.

- ii. SD (Sales & Distribution): Case Management: Billing-related data flows and customer-related transactions where applicable.
 - iii. GIS / Spatial Systems: Property and location-based data integration.
 - iv. Valuation / GRM System: Property values and valuation interfaces.
 - v. Integration with the cash receipting system (Currently SAMRAS subject to change).
 - vi. Document Management / Content Server (e.g. OpenText): Lease documentation and record storage.
 - vii. Case Management / CRM / PSRM (where applicable): Customer and property-related case handling.
- e. **Fiori:** Adoption and application of Fiori only for ECC transaction codes no longer available in SAP S/4HANA.
 - f. **Reporting:** Migration of existing reports in SAP ECC and SAP BW is included within the technical upgrade scope of Focus Group “Reporting, Data and Analytics (G3)” as documented under **J.11.4**.
 - g. **Internal / External Portals:** Included in the scope of Focus Group “Web-based Internal and External Portals with Self Service (E-Services) (G4) under documented under **J.11.6**.
 - h. **Workflow:** Included in the scope of Focus Group “Workflow (G5)” as documented under **J.11.8**.
 - i. **Mobile Solutions:** Included in the scope of Focus Group “Mobile and Mobile Field Services (O4)” as documented under **J.11.10**.
 - j. **Case Solutions:** Included in the scope of Focus Group “Case Management (O5)” documented under **J.11.12**.
 - k. **Records Management:** Included in the scope of Focus Group “Records Management (O7)” as documented under **J.12.3**.
 - l. **Archiving:** Included in the scope of Focus Group “Archiving (O8)” as documented under **J.12.3**.

J.5.2.2 Release 1 – New Deployment

- a. **Treasury Loans:** The current CCT understanding, developed from peer reviews, SAP input, and market research, is that current functionality in use is no longer available as suitable standard SAP functionality. The expectation is a propose on way forward for Treasury Loans in future SAP solution.

J.5.2.3 Post Release 1 – Transformation

- a. The expectation after Release 1 – Technical Upgrade is to deliver the Business Requirements Traceability (BRTM) scope using standard SAP S/4HANA functionality.
- b. **Geographical Enablement Framework (GEF):** The expectation is to minimise the changes in Release 1.
 - i. CCT GIS solution is ArcGIS from ESRI.
 - ii. Tenderers are requested to provide separate cost estimates for two options for implementation:
 - (1) Replace the existing spatial enablement in SAP ECC and integrate it with GIS and mapping services in Release 1 as part of the technical upgrade; AND
 - (2) Adopt GEF in either Release 1 or Release 2, including a review of the “capture and share of points and locations” relationship between SAP S/4HANA and CCT Geographic Information Systems. Both release options must be separately costed.
 - iii. The final decision on implementation timing of GEF adoption will be confirmed during the design workshops.
- c. **Fiori:** Adopting Fiori and enable Fiori applications.
- d. **Embedded analytics and Reporting:** Part of Focus Group Reporting, Data and Analytics (G3) as documented under **J.11.4**.
- e. **Case Solutions:** Included in the scope of Focus Group “Case Management (O5)” documented under

J.11.12.

- f. **Standard SAP S/4HANA and Cloud Solution Functionality:** Transition to standard SAP S/4HANA and cloud solution functionality to reimagine existing customisations and move closer to a Clean Core approach following Release 1 – Technical Upgrade. This includes enabling standard SAP S/4HANA and cloud solution functionality, with limited customisation, to deliver the BRTM scope identified by the “To Include” and “Future” indicators in the CCT BRTM document.

J.6 UTILITIES MANAGEMENT**J.6.1 END GOAL: REVENUE MANAGEMENT (F5) AND BILLING & INVOICING (F6)**

1. The delivery of a digital platform providing a single view of business partners (BPs) by consolidating data from various sources to enable CCT officials to collaborate across functional areas and full visibility of all transactions, interactions, financial status, revenue generation activities, invoicing, billing history and debt of each business partner facilitating better analysis and informed decision making.
2. Integrated transactional and planning solution which can source data from various SAP HANA solution components and reporting layers to facilitate CCT timeous and accurate billing and invoicing that can be trusted by the customers.
3. Caters for integration and automation of all processes and data sources, including Sundries, that results in revenue, billing and invoicing to external and internal customers, with visibility of the data to the various functional areas.
4. Providing an enterprise-wide system which seeks to establish a holistic revenue, billing and invoicing solution that spans across all departments and functions within the municipality. This ensures consistency and efficiency in revenue, billing and invoicing related processes throughout CCT.
5. Provide a digital and adaptable platform to facilitate revenue, billing and invoicing to customers; and payments from customers that is advanced enough to carry CCT for future enabling growth for additional revenue and billing services and processes as well as digital advancements in technology and change in the future.
6. Automates routine tasks and workflows aiming to significantly improve the efficiency of municipal revenue management, billing and invoicing processes reducing the time it takes to complete tasks which previously required significant time and effort.
7. Combine all billings to facilitates a single customer invoice per invoice period that provides details of all services provided to include legislative and business rules (if technically, practically and legally feasible). This includes but is not limited to the billings from Wayleave management system.
8. Summation of invoicing, billing and payments that allows for more meaningful reporting.
9. Provides line functions with the tools and capabilities to accurately bill and invoice for various services rendered by the municipality to ensure that revenue is collected promptly and accurately. Adopt an agile and dynamic approach to financial planning to allow for quick adjustments and adaptations to changing circumstances. This ensures that financial plans remain relevant and responsive to evolving needs and priorities.
10. Key legislative and governance specific requirements and CCT policies must be catered for in the upgraded system functionalities including incorporating data validation checks and approval workflows into the planning process. This means that all financial processes and reporting, are designed to align with relevant laws, regulations, and policies. Comprehensive Policy Compliance designed to accommodate all policies specific to the CCT. This includes policies related to financial management, procurement, revenue collection, and debt management.
11. Allows for ability to present Revenue, Billing and invoicing as well as outstanding debt by Geographical Area which is essential for gaining insights into financial patterns and trends across different regions within the municipality. The upgraded system must enhance the municipality's ability to understand and manage its finances at a local level, leading to more effective revenue, billing and invoicing management and improved service delivery across different regions.
12. The new system should provide an enterprise resource planning system or specialised planning and analytics platforms which typically offer modules or integrations tailored to specific business functions, allowing for seamless data flow between different areas of the organisation.

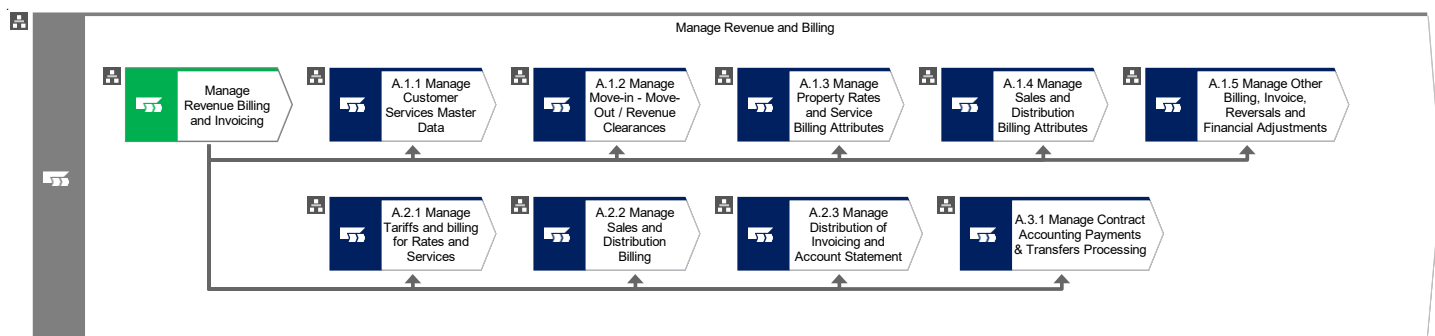
The purpose of Revenue Management, Billing and Invoicing is to focus on contributing to the goal of a “well-run

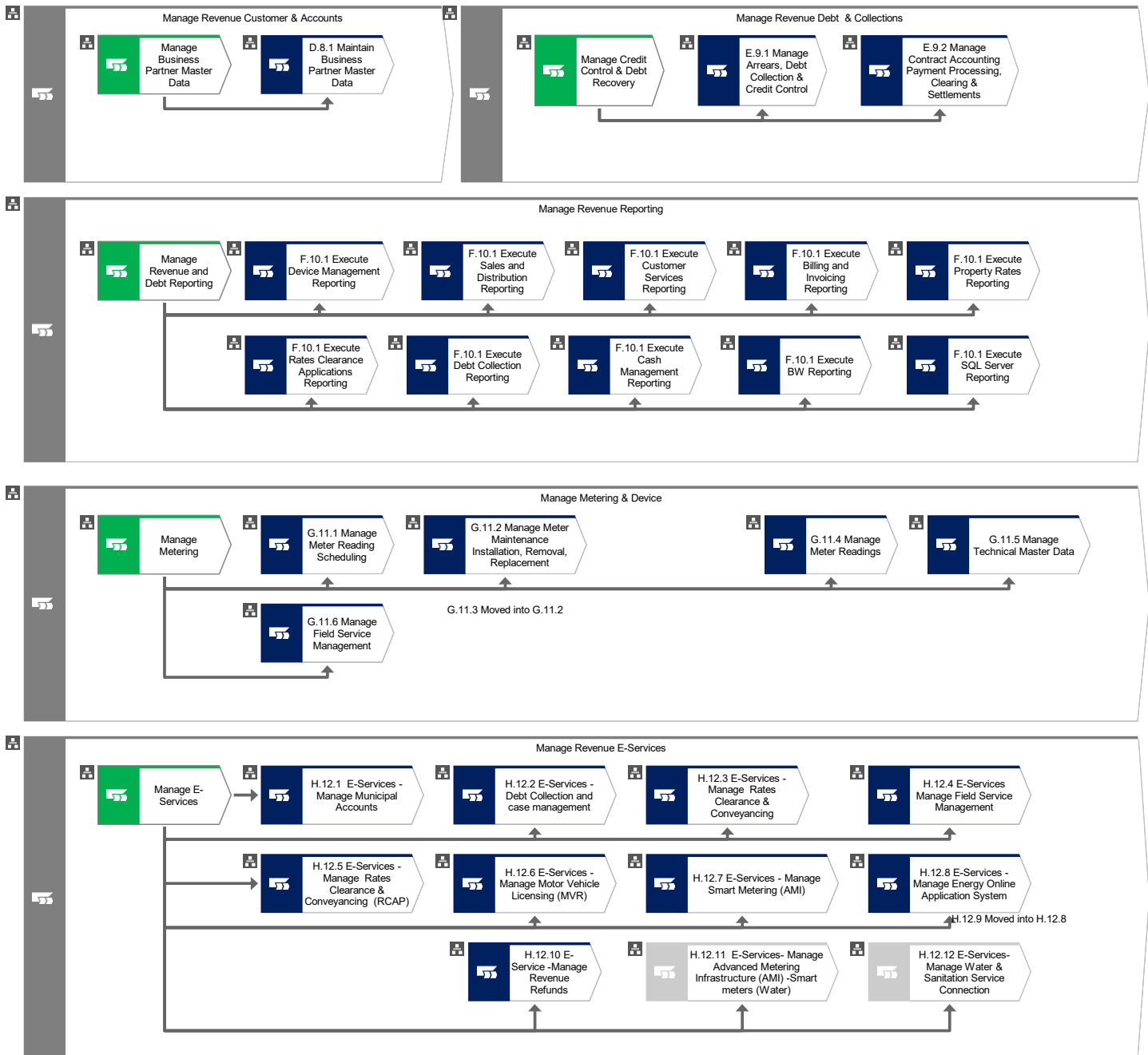
city” as outlined in the Integrated Development Plan (IDP) by:

1. Efficient and Effective Management of Public Resources ensuring that funds due to CCT are correctly and promptly billed and collected. This involves maintaining accurate records and implementing transparent accounting processes and policies that comply with relevant legislation.
2. Financial Management and Control by implementation management and control measures over the funds received by CCT. This ensures that elected officials can confidently take accountability for public funds and that financial reporting is provided to relevant stakeholders and the community.
3. Debt Collection and providing relief for those in need by Managing outstanding monies efficiently and in a dignified and humane manner in accordance with the Council's Credit Control and Debt Collection By-law and Policy. This involves an internal system for managing debtors and revenue by implementing processes for debt collection while also providing relief for those in need, such as indigent individuals.
4. Alignment with Council Objectives by ensuring that all approved policies and business processes are aligned with the Council's objectives. This ensures that the department's activities are contributing to the overall goals and priorities of the CCT administration.
5. Ensuring that all funds collected on behalf of the municipality are transferred strictly according to agreements. Establish clear authorisation procedures for fund transfers, including appropriate levels of approval based on the amount of the transfer and the nature of the transaction.
6. Maintaining a management, accounting, and information system, covering revenue, debtors, agreements, meter operations, and receipts. Providing tools for recording revenue transactions, generating invoices or billing statements, and monitoring revenue collections. The exclude the Receipting (Point of Sales) solution that is an external solution integrating into Revenue, Billing and Invoicing solution.
7. Implementing and maintaining an internal system for managing debtors and revenue to ensure efficient financial operations and accountability by implementing revenue management systems to track revenue, billing and invoicing, payment processing and integration with other systems.
8. Ensure transparency, efficiency, and accountability in revenue management, revenue and billing for the CCT in order to enhance public trust, improve financial sustainability, and better serve the needs of its residents and businesses.
9. In terms of the MFMA that all money received is promptly deposited in accordance with this Act into the municipality's primary and other bank accounts uploaded into the financial solution in relation to mSCOA reporting.

By focusing on these areas Revenue Management, Invoice and Billing plays a crucial role in contributing to the overall governance and efficiency of CCT, ultimately striving to provide quality services to all citizens.

Below Manage Revenue and Debt on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).





J.6.2 Proposed Future Architecture: Utilities Management

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: IS – SAP Industry for Utilities Subsystem: a. Device Management b. Customer Care / Customer Service c. FI-CA - Contract Accounts Receivable & Payable d. Billing Invoicing e. Energy Data Management f. Property Rates	License in TABLE J.15.1: S/4HANA Utilities for customer engagement, enterprise edition Figure 1 Element: Billing and Invoicing License in TABLE J.15.1: SAP S/4HANA for energy utilities bill-to-cash management Figure 1 Element: Metering and Smart Grid Management License in TABLE J.15.1: SAP S/4HANA for energy utilities meter data management and operations

g. Advanced Metering Infrastructure	Figure 1 Element: Device Management License in TABLE J.15.1: SAP S/4HANA for water utilities bill-to-cash management Figure 1 Element: Metering and Smart Grid Management License in TABLE J.15.1: SAP S/4HANA for water utilities meter data management and operations Figure 1 Element: Device Management
SAP System: ECC6 System: FS – Financial Services Subsystem: a. Business Partner	License in TABLE J.15.1: SAP S/4HANA Enterprise Management for Professional use SAP S/4HANA Enterprise Management for Productivity use SAP S/4HANA Enterprise Management for Functional use
SAP System: ECC6 System: SD – Sales & Distribution Subsystem: a. Sales b. Billing or Invoice generation c. Bills of Material (BOM) d. Sales Information system e. Credit Control	License in TABLE J.15.1: SAP S/4HANA Enterprise Management for Professional use SAP S/4HANA Enterprise Management for Productivity use SAP S/4HANA Enterprise Management for Functional use Figure 1 Element: CORE Finance
SAP System: ECC6 System: FI – Financial Accounting Subsystem: h. General Ledger (GL) i. Accounts Payable (AP) j. Accounts Receivable (AR) k. Treasury (TR)	Details in Implementation Focus Group “Finance (F1)”
SAP System: ECC6 System: PM – Plant Maintenance Subsystem: a. Service Management	Details in Implementation Focus Group “Plant Maintenance (O1b)”
SAP System: ECC6 SAP ECC Case Management SAP System: ECC6 SAP PSRM Case Management	Details in Focus Group “Case Management (O5)”
No current licenses	License in TABLE J.15.1: Cloud4Energy Figure 1 Element: Cloud4Energy NOTE: Or replacement license

J.6.2.1 Release 1 – Technical Upgrade (Default Approach)

- a. For **Release 1 the expectation is for a technical upgrade**, on a like for like basis, to convert the existing SAP ECC6 functionality to corresponding S/4HANA capabilities. The SAP S/4 HANA functionality that replaces ECC functionality no longer available in SAP S/4 HANA will be implemented during this release. Below are some key items for consideration.
- b. **Self-Service:** Included in the scope of the Implementation Component / Focus Group “Customer Relationship Management: Service Management (SM)”.
- c. **Dunning:** CCT currently uses FI-CA dunning procedures and not collection strategies.
- d. **Business Partner (BP):** CCT currently uses Business Partner (BP) functionality and is already aligned to the SAP S/4HANA Business Partner and Customer/Vendor Integration (CVI) approach. The technical upgrade must therefore retain, validate and migrate the existing BP functionality, including all related configurations, integrations, data relationships and dependencies, to ensure continuity of current business processes in SAP S/4HANA.
 - i. **Vendor:** Scope and Requirements related to Business Partner - Vendor are documented under Manage Suppliers and Sourcing (F13).
- e. **Sales and Distribution (SD):** The technical upgrade includes the migration of existing Sales and Distribution functionality.
- f. **VAT Treatment:** Municipalities are permitted to report VAT on a cash basis, as opposed to the invoice basis provided for in standard SAP. CCT currently uses custom reporting for VAT on FI-CA and Accounts Receivable (AR). CCT is on cash-based reporting.
- g. **Customer Interaction Centre (CIC0) Replacement:** The tenderer must assess and replace CIC0 transaction functionality with the appropriate standard SAP S/4HANA functionality as part of the technical upgrade, ensuring that current business processes supported by CIC0 continue to be catered for in SAP S/4HANA.

- h. **Accounts Payable:** Scope and requirements are documented under Focus Group “Procurement (F8)” in the BRTM. The expectation is that the implementation of Accounts Payable forms part of Financial Management, as documented under **J.1.4.**
- i. The SAP Utilities module has several customised integrations with satellite systems and SAP modules to support end-to-end business processes. These integrations are largely customised and form part of the technical upgrade scope due to their impact on data consistency, process flow, and cross-module dependencies. These include:
 - i. Real Estate: Property Transfers, Master Data Creation, IPARA Linking, Valuation Interface.
 - ii. SD (Sales & Distribution): Billing-related data flows and customer-related transactions where applicable Processing of Medical aid Pensioner deductions.
 - iii. GIS / Spatial Systems: Property and location-based data integration.
 - iv. Document Management / Content Server (e.g. OpenText): Invoice Documents, Photographic images and record storage.
 - v. Case Management / CRM / PSRM (where applicable): Rates Clearance and Debt Management case handling.
 - vi. Prepaid Vending: Debt Management collections and Prepaid Data Interface.
 - vii. Bank: Processing of payments and refunds.
 - viii. Rates Clearance Vendor Systems: Submission of Rates Clearance Applications and Documents and Digital signing.
 - ix. Print Vendor: Printing of Invoices, Account Statements and Excessive User correspondence.
 - x. Email Invoices.
 - xi. Meter Data Management System: Submission of Meter Calibration certificates and permissions tokens.
 - xii. Human Resource: Payment deductions for ISU.
- j. **Fiori:** Adoption and application of Fiori only for ECC transaction codes no longer available in SAP S/4HANA.
- k. **Reporting:** Migration of existing reports in SAP ECC and SAP BW is included within the technical upgrade scope of Focus Group “Reporting, Data and Analytics (G3)” as documented under **J.11.4.**
- l. **Internal / External Portals:** Included in the scope of Focus Group “Web-based Internal and External Portals with Self Service (E-Services) (G4)” under documented under **J.11.6.**
- m. **Workflow:** Included in the scope of Focus Group “Workflow (G5)” as documented under **J.11.8.**
- n. **Mobile Solutions:** Included in the scope of Focus Group “Mobile and Mobile Field Services (O4)” as documented under **J.11.10.**
- o. **Case Solutions:** Included in the scope of Focus Group “Case Management (O5)” documented under **J.11.12.**
- p. **Records Management:** Included in the scope of Focus Group “Records Management (O7)” as documented under **J.12.3.**
- q. **Archiving:** Included in the scope of Focus Group “Archiving (O8)” as documented under **J.12.3.**

J.6.2.2 Release 1 – New Deployment

- a. **Service Cloud Integration:** Integrate with SAP Service Cloud if SAP Service Cloud is implemented in Release 1.

J.6.2.3 Post Release 1 – Transformation

- a. The expectation after Release 1: Technical Upgrade is to deliver the Business Requirements Traceability Matrix (BRTM) scope using standard SAP S/4HANA functionality. This includes transitioning to Enterprise Service Management (ESM) for case solutions and adopting SAP mobile solutions, including SAP Service and Asset Manager (SSAM) and SAP Field Service Management (FSM), where applicable.

- b. **Cloud for Energy:** CCT has implemented Advanced Metering Infrastructure (AMI) integration for electricity smart meters and is currently implementing AMI integration for water smart meters. The future strategy is to integrate these with SAP Cloud for Energy as the central repository. This is included in the scope of the project.
 - i. Tenderers are requested to provide separate cost estimates for Release 2 or Release 3. Both release options must be separately costed.
 - ii. The final decision on release allocation will be confirmed during the design workshops.
- c. **Prepaid Vending Token Generation:** Master data is currently maintained in SAP, while token generation is performed through a third-party solution.
 - i. The tenderer must include token generation in the proposed approach and costing.
 - ii. During detailed design, it must be confirmed whether this functionality is required to satisfy CCT requirements, with the option to descope if it is not required.
 - iii.
- d. **Fiori:** Adopting Fiori and enable Fiori applications.
- e. **Embedded analytics and Reporting:** Part of Focus Group Reporting, Data and Analytics (G3) as documented under J.11.4.
- f. **Case Solutions:** Included in the scope of Focus Group “Case Management (O5)” documented under J.11.12.
- g. **Standard SAP S/4HANA and Cloud Solution Functionality:** Transition to standard SAP S/4HANA and cloud solution functionality to reimagine existing customisations and move closer to a Clean Core approach following Release 1 – Technical Upgrade. This includes enabling standard SAP S/4HANA and cloud solution functionality, with limited customisation, to deliver the BRTM scope identified by the “To Include” and “Future” indicators in the CCT BRTM document.

J.7 PORTFOLIO, PROGRAMME AND PROJECT MANAGEMENT

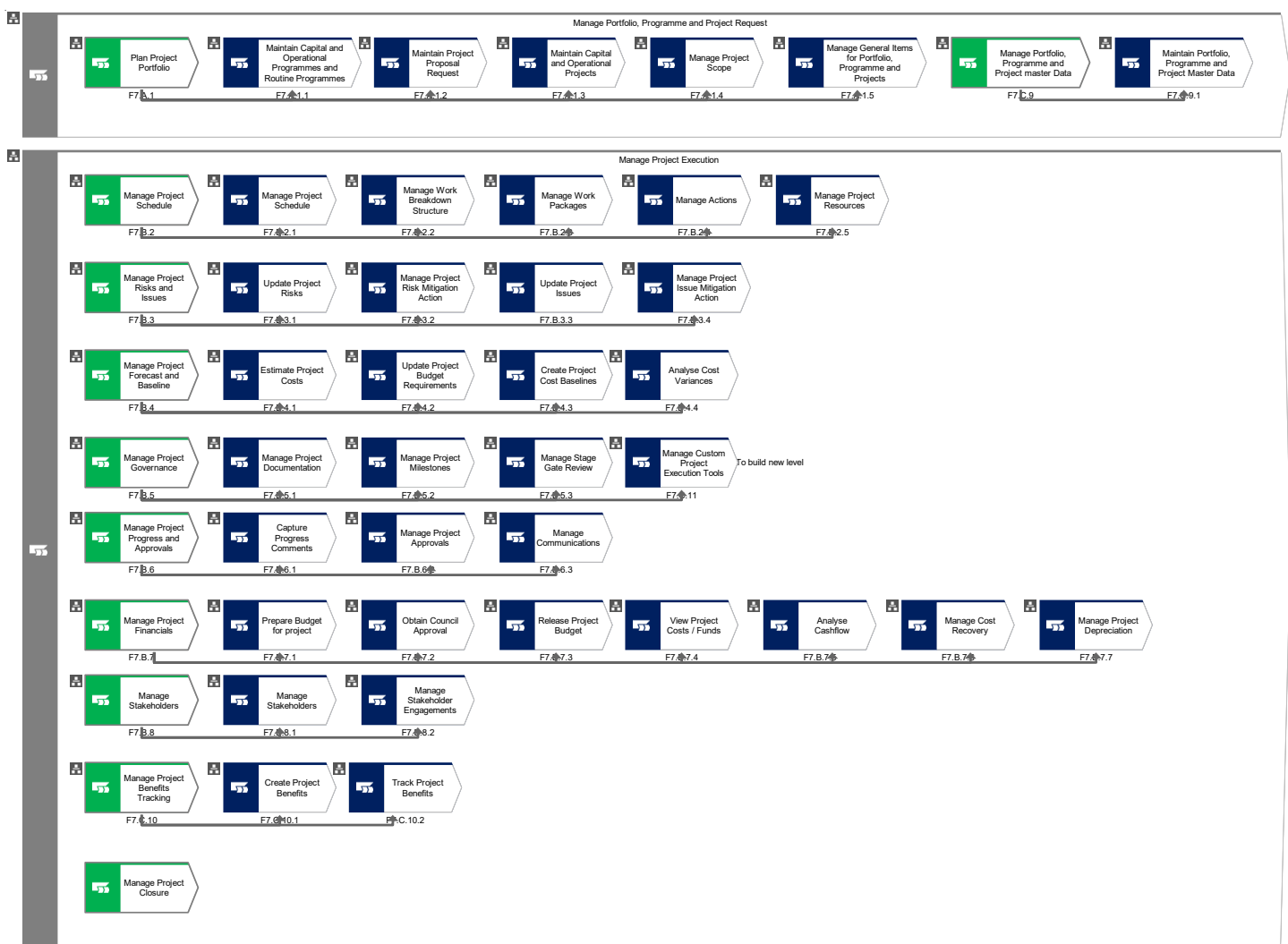
J.7.1 END GOAL: PROGRAMME AND PROJECT MANAGEMENT (F7)

1. The end goal of the Programme and Project Management portion of the CAR CORE implementation is to provide an integrated, enterprise-wide project and project portfolio management solution that facilitates CCT’s project and project portfolio management processes and practices which aim to support the planning, selection and execution of capital and operating projects.
2. Provide an adaptable platform that includes mobile capability to provide visibility on project information, enable better upfront planning and screening; allow for in-year and future budget changes and reporting thereof and facilitate integration between planning, budgeting, contract management, asset management, operations and project management.
3. Facilitates a collaborative process between all project stakeholders and solutions that enables
 - a. synchronisation of information from various locations aims at managing projects against milestones and delivery baselining;
 - b. Standardised ‘Fit for Purpose’ Stage Gate approach (project lifecycle);
 - c. Project governance (checklists, milestones, planned dates, reporting and progress comments);
 - d. Realistic reforecasting - quarterly basis or at predefined points within the Budget Cycle; and
 - e. Provides one version of the truth for project progress and costing.
4. Summation of project activity for more meaningful reporting.
 - a. Enables multiple dimensions (Strategy, Technical, Programmes, Objectives, and other)
 - b. Increase visibility - a single integrated reporting solution based on a common data model, standard definitions, and processes;
 - c. Common project reporting and comments process and functionality;
 - d. Improved project delivery;
 - e. Enables scenario and “what-if” planning; and
 - f. Include repairs and maintenance details.
5. Provide of the ability to cater for Operational funding of projects up to Concept Design and Capital funding after Concept Design onwards. The projects will be managed as separate Operational and

Capital projects with ability to reference (link) the project components with each other; and ease of information transfer from one to the other project.

6. Provide the ability to manage transversal projects across multiple directorates.
7. Provide the ability to spatially track, report and identify projects that include reporting and dash boarding as well.
8. Provides clear, weighted performance scorecard views of multiple programs and/or projects to identify late or over-budget components at a glance.
9. Key legislative and governance specific requirements and CCT policies must be catered for in the new system to allow for all statutory and operational reporting.
10. Provide for reporting capability that include standard reporting and dashboard; and the ability to develop own reports and dashboards
11. The solution to provide for capability of secondary costing (planning and actual) on both capital and operating projects.

Below Programme and Project Management on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).



J.7.2 Proposed Future Architecture: Portfolio, Programme and Project Management

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses

Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: PPM – Portfolio and Project Management	License in TABLE J.15.1: SAP S/4HANA Enterprise Portfolio and Project Management, professional / standard Figure 1 Element: Enterprise Portfolio and Project Management
SAP System: ECC6 System: PS – Project System Subsystem: a. Project Planning b. Project Preparation c. Project Tracking d. Project Reporting e. Project Costs f. WBS Elements	License in TABLE J.15.1: SAP S/4HANA Enterprise Management for Professional use / Productivity use / Functional use Figure 1 Element: Project Systems
SAP System: ECC6 System: FI – Financial Accounting (Investment Management)	Catered for under Focus Group “Finance (F1)”

J.7.2.1 Release 1 – Technical Upgrade (Default Approach)

- a. For Release 1 the expectation is for a technical upgrade, on a like for like basis, to convert the existing SAP ECC6 functionality to corresponding S/4HANA capabilities. The SAP S/4 HANA functionality that replaces ECC functionality no longer available in SAP S/4 HANA will be implemented during this release. Below are some key items for consideration.
- b. **Funds Management:** Included in the scope of Focus Group “Budgets” as documented under J.1.4.
- c. **Project System (PS):** Included in the scope of technical upgrade.
- d. **Web Dynpro:** Migrating all Web Dynpro custom development components in Release 1 as part of the technical upgrade.
- e. **Fiori:** Adoption and application of Fiori only for ECC transaction codes no longer available in SAP S/4HANA.
- f. **Reporting:** Migration of existing reports in SAP ECC and SAP BW is included within the technical upgrade scope of Focus Group “Reporting, Data and Analytics (G3)” as documented under J.11.4.
- g. **Internal / External Portals:** Included in the scope of Focus Group “Web-based Internal and External Portals with Self Service (E-Services) (G4)” under documented under J.11.6.
- h. **Workflow:** Included in the scope of Focus Group “Workflow (G5)” as documented under J.11.8.
- i. **Records Management:** Included in the scope of Focus Group “Records Management (O7)” as documented under J.12.3.
- j. **Archiving:** Included in the scope of Focus Group “Archiving (O8)” as documented under J.12.3.

J.7.2.2 Release 1 – New Deployment

Not Applicable

J.7.2.3 Post Release 1 – Transformation

The expectation after Release 1 – Technical Upgrade is to deliver the Business Requirements Traceability (BRTM) scope using standard SAP S/4HANA functionality.

- a. **Web Dynpro Replacement.** The expectation is for Tenderers to provide separate costing for the replacement of the custom developed Web Dynpro across SAP ECC (not just PPM focus group) with suitable standard SAP functionality in Release 2.
 - i. The final decision on implementation timing of Web Dynpro replacement will be confirmed during the design workshops.
- b. **Fiori:** Adopting Fiori and enable Fiori applications.
- c. **Embedded analytics and Reporting:** Part of Focus Group Reporting, Data and Analytics (G3) as documented under J.11.4.
- d. **Standard SAP S/4HANA and Cloud Solution Functionality:** Transition to standard SAP S/4HANA and cloud solution functionality to reimagine existing customisations and move closer to a Clean Core

approach following Release 1 – Technical Upgrade. This includes enabling standard SAP S/4HANA and cloud solution functionality, with limited customisation, to deliver the BRTM scope identified by the “To Include” and “Future” indicators in the CCT BRTM document.

J.8 SPEND AND SUPPLY CHAIN MANAGEMENT

Spend and Supply Chain Management comprises of Focus Groups Manage Suppliers and Sourcing (F13), Procurement Management (F8), Contract Lifecycle Management (F9) and Inventory Management (O1c) with combined Proposed Future Architecture documented under J.8.5.

J.8.1 END GOAL: MANAGE SUPPLIERS AND SOURCING (F13)

1. The end goal of the Supply Chain Management (SCM) portion of the CAR CORE implementation will be to facilitate CCT procurement planning (demand management), supplier on-boarding and end-to-end sourcing through a user-friendly solution landscape that provide digital automation of business process for obtaining the best value for money, meeting expectations, and reducing risk for CCT.
2. The solution must subscribe to the principle of S217 of the constitution - Fair, equitable, transparent, competitive and cost-effective procurement. Ensure that the solution is compliant with legislation, reduction in appeal, compliance and audit risk, ease of doing business with CCT from the perspective of bidders.
3. The CCT requires an integrated solution that provides users as suppliers and departments a level of functionality that demonstrates the ease of doing business and at the same time maintains our governance requirements.
4. The solution must have the ability for supplier registration, classification, and compliance processes by aligning with regulatory frameworks, supporting vulnerable groups, managing high-risk suppliers, and preventing irregular expenditure, while ensuring efficient data management and accountability.
5. Provides a centralised, digital and adaptable platform that automates the supply chain management (SCM) including supplier performance processes and provides for automated tendering, minimise sourcing and purchasing inefficiencies, create visibility and transparency of the supply chain process and sourcing activities, provides for audit trail of transactions and reduce procurement cycle times.
6. Provides a centralised and digital document repository that departments and suppliers can access according to user access profiles and aligned to CCT process rules for access.
7. Improved enforcement of system controls in the demand management, supplier on-boarding, tendering and request for quotation sourcing processes that leads to compliance in supply chain management processes and control over maverick spend.
8. Provide for reporting capability that include standard reporting and dashboards for operational reporting, management reporting, exception reporting and milestones reporting within the request for quotation and tender processes; and the ability to develop own reports and dashboards.
9. Key legislative and governance specific and CCT policy requirements must be catered for in the new system.
10. The solution must, at a minimum, deliver the current functionality. Additionally, it should have the capability to accommodate the development of other required functionalities in future development cycles.

J.8.2 END GOAL: PROCUREMENT MANAGEMENT (F8)

1. The end goal of the Procurement Management portion of the CAR CORE implementation will be to facilitate CCT timeous procurement of goods and services through a solution landscape that provides digital automation of business process for obtaining the best value for money, meeting expectations, and reducing risk for CCT.
2. An integrated procurement management solution that allows for functionality that will allow integration and automation of up-to-date vendor master from the Supply Chain Management solution with ability to manage vetting and maintenance of restricted vendors with hierarchical catalogue of goods and services.
3. Provide an adaptable platform that facilitates the capability to initiate purchase requisitions for goods

and services from various functions that include but not limited to projects, repairs and maintenance and sales.

4. Facilitates a collaborative process between all vendors and internal stakeholders to timeously receive invoice documents and settle suppliers accounts within CCT defined period, that is currently 30 days of receiving the relevant invoice or statement in line with Section 65 (2)(e) of the Municipal Finance Management Act (MFMA) and providing a corresponding report.
5. The system must be able to restrict requisition and purchase order if there is no available annual approved budget per financial year at time of requesting the requisition or purchase order; with further ability to restrict operational requisitions against monthly approved available budget.
6. Automates routine tasks and workflows aiming to reduce manual effort and increase efficiency in the end-to-end procurement process.
7. Summation of procurement activities that provides one version of the truth and allows for more meaningful reporting.
8. Key legislative and governance specific requirements and CCT policies must be catered for in the new system to allow for all statutory and operational reporting.

J.8.3 END GOAL: CONTRACT LIFECYCLE MANAGEMENT (F9)

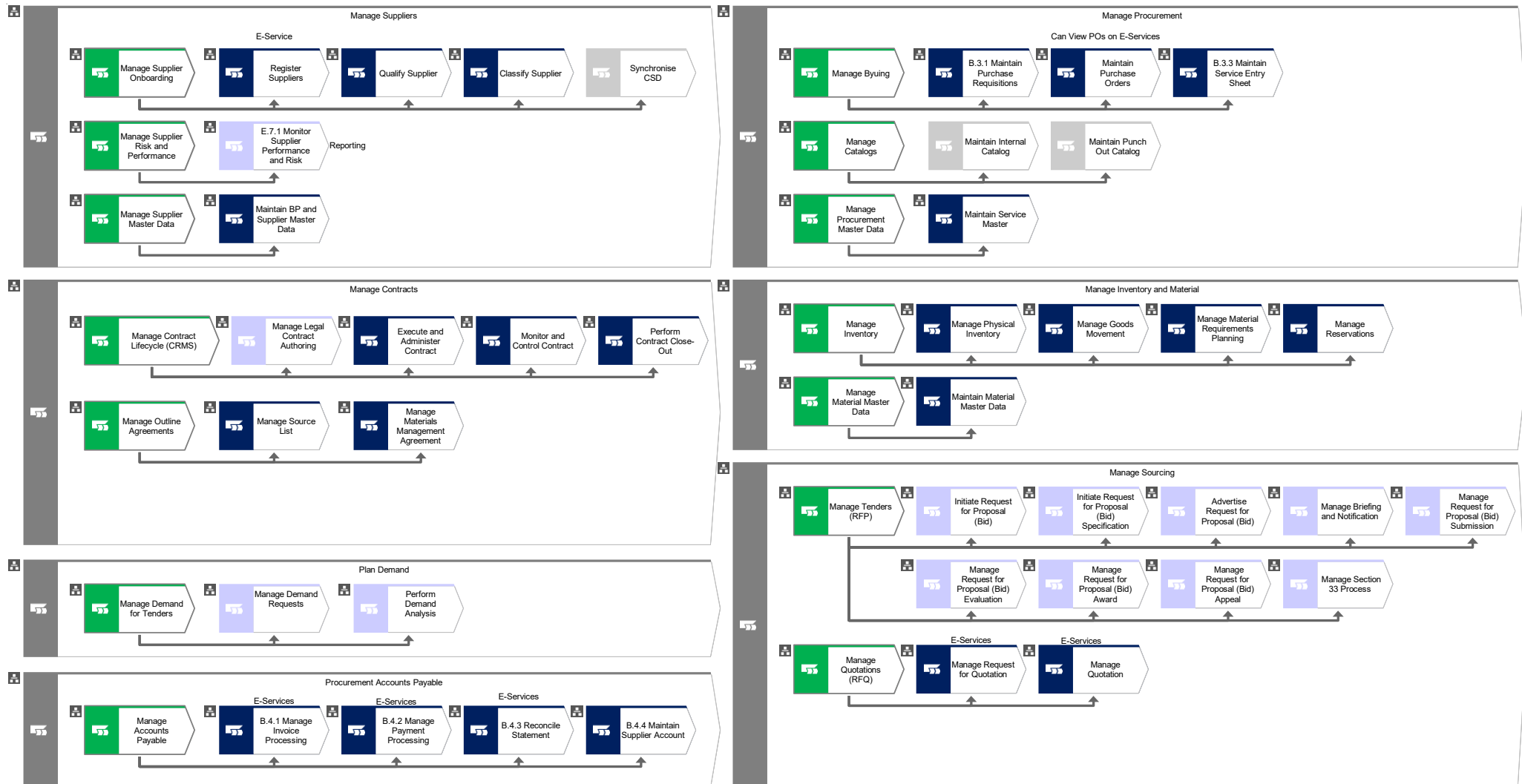
1. The end goal of the **Contract Lifecycle Management** portion of the CAR CORE implementation will be to facilitate an **integrated view and management of contracts**, that will support CCT realisation of benefits associated best practice contract lifecycle management through a solution landscape that provide digital automation of business processes.
2. The selected contract lifecycle management solution should support business with tools and capabilities to provide **an up-to-date contract (register) inventory list, workflow, approvals, and Organisation of contracts** in a **centralised location** allowing easy access and retrieval.
3. Replace all existing solutions within the CCT allowing for a single contract lifecycle management solution with **seamless integration** into the ERP solution components that initiate and utilise contracts; and the Supply Chain Management (SCM) solution for contract initiation and preparation.
4. Allows for Contract Lifecycle Management to initiate post-Award and differentiate all Supply Chain Management (SCM) and bid evaluation activities, adjudication, and award.
5. An integrated contract lifecycle management solution that allows for the functionality of the current contract monitoring system (including customised solution) used in the CCT. **It must facilitate efficient management of each phase of the contract lifecycle**, spanning creation including negotiation, execution, administration, close-out, and renewal where applicable processes as well as allowing for the creation and management of consecutive procurement transactions.
6. **Segregation of Duties (SOD)**, based on roles, to ensure that only authorised individuals have access to sensitive contract information and controlling permission.
7. Summation of contract activities that allows for **more meaningful reporting and analytics** that enable decision making.
8. Provide ability to **control, track and report expenditure** against the contract per Directorate, per Department, per Cost Centers, per WBS element catering for Opex and Capex operations, per General Ledger (GL) and other CCT defined categorisation that forms part of the contract.
9. **Key legislative and governance specific requirements and CCT policies must be catered for** in the new system to allow for all statutory and operational reporting.

J.8.4 END GOAL: INVENTORY MANAGEMENT (O1c)

1. The end goal of the **Inventory Management** portion of the CAR CORE implementation will be to **facilitate inventory management** as the process of ordering, storing and using materials, components, and finished products additionally catering for project stock management.
2. Provide **an adaptable platform** that facilitates functionality that will allow for the **integration and automation** of material master data governance, material requirements planning, material quality management and up-to-date material master with ability to manage vetting and maintenance of hierarchical catalogue of goods. The solution to cater for water inventory as well.
3. Summation of materials management activities that allows for **reporting and analytics that includes real-time inventory reporting**.
4. An integrated solution that tracks inventory usage, receipts, returns, transfers, adjustments, materials and stock holding in real time. This is to include emergency and consignment stock on hand as well.

5. The solution to facilitate **proactive prevention of losses** to avoid overstocking or understocking.
6. Provide accurate data for budgeting, forecasting and procurement planning.
7. Enable **end to end traceability** from acquisition to usage or disposal.
8. Provide to users accurate and trustworthy material availability prediction, confirmation based on continually maintained realistic data upstream in the supply chain value chain.
9. **Key legislative and governance specific requirements and CCT policies must be catered for** in the new system to allow for all statutory and operational reporting.

Below Manage Supply Chain & Procurement on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).



J.8.5 Proposed Future Architecture: Spend and Supply Chain Management

The anticipated future SAP Modules (Licenses) for Focus Groups Manage Suppliers and Sourcing (F13), Procurement Management (F8), Contract Lifecycle Management (F9) and Inventory Management (O1c) are listed below.

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: MM – Materials Management Subsystem: a. Purchasing (PUR) b. Invoice Verification (IV) c. Logistics Information System	License in TABLE J.15.1: SAP S/4HANA Enterprise Management for Professional use SAP S/4HANA Enterprise Management for Productivity use SAP S/4HANA Enterprise Management for Functional use Figure 1 Element: Operational Procurement
SAP System: ECC6 System: FS – Financial Services Subsystem: Business Partner	Scope and Requirements related to Business Partner - Vendor are documented under Manage Suppliers and Sourcing (F13). BP catered for under Focus Group “Revenue Management (F5) and Billing & Invoicing (F6)” documented under J.6.2
SAP System: ECC6 System: MM – Materials Management Subsystem: a. Material Master (MD) b. Consumption Based Planning (CBP) c. Inventory Management (IM) d. Physical Inventory (PI) e. Material Requirement Planning (MRP) Logistics Information System (LIS)	License in TABLE J.15.1: SAP S/4HANA Enterprise Management for Professional use SAP S/4HANA Enterprise Management for Productivity use SAP S/4HANA Enterprise Management for Functional use Figure 1 Element: Supply Chain & Logistics
SAP System: ECC6 System: FI – Financial Accounting Subsystem: a. Accounts Payable (AP)	Scope and Requirements documented under Focus Group Procurement (F8) in the BRTM and the expectation is that implementation of Accounts Payable forms part of Focus Group “Finance (F1)” documented under J.1.4.
SAP Custom developed Contract Register and Monitoring System (CRMS) solution	Evaluation in Detail design if CRMS can be replaced by ARIBA functionality.
TTS – Custom Developed solution in Microsoft CTAPPS	Requirements and Scope captured as Demand Planning and Track of Tenders under Focus Group “Manage Suppliers and Sourcing (F13)”
No current licenses	License in TABLE J.15.1: SAP Strategic Procurement Figure 1 Element: Sourcing & Procurement Supplier Lifecycle Management Procurement Contract Lifecycle Management Invoice Processing
No current licenses	License in TABLE J.15.1: SAP Business Network Commerce Automation Figure 1 Element: Commerce and Business Network
No current licenses	License in TABLE J.15.1: SAP Ariba Buying for SAP S/4HANA Figure 1 Element: Sourcing & Procurement
No current licenses	License in TABLE J.15.1: SAP Ariba Catalog Figure 1 Element: Sourcing & Procurement
No current licenses	License in TABLE J.15.1: SAP Ariba Spend Control tower Figure 1 Element: SAP Ariba
No current licenses	License in TABLE J.15.1: SAP Ariba Supplier Risk Figure 1 Element: Supplier Lifecycle Management

J.8.5.1 Release 1 – Technical Upgrade (Default Approach)

- For Release 1 the expectation is for a technical upgrade, on a like for like basis, to convert the existing SAP ECC6 functionality to corresponding S/4HANA capabilities. The SAP S/4 HANA functionality that replaces ECC functionality no longer available in SAP S/4 HANA will be implemented during this release. Below are some key items for consideration.
- Manage Supplier Onboarding:** Currently through customised External Portal E-Service functionality and included in the technical upgrade scope of “Web-based Internal and External Portals with Self Service (E-Services) (G4)” as documented under **J.11.6.**

- c. **View Purchase Orders:** Currently through customised E-Service functionality and included in the technical upgrade scope of “Web-based Internal and External Portals with Self Service (E-Services) (G4)” under **J.11.6**.
- d. **Monitor Supplier Performance and Risk:** Currently through customised Reporting functionality and included in the technical upgrade scope of “Reporting, Data & Analytics (G3)” under **J.11.4**.
- e. **Manage Sourcing / Manage Contracts:**
 - i. Not currently doing tenders and contracting authoring in SAP. It is a manual process.
 - ii. CCT is using custom developed Contract Register and Monitoring System (CRMS) SAP solution for portions of contract lifecycle management functionality with End Goal documented under “Contract Lifecycle Management (F9)” documented under **J.8.3** and requirements in the BRTM.
 - iii. Currently through customised E-Service functionality and included in the technical upgrade scope of “Web-based Internal and External Portals with Self Service (E-Services) (G4)” under **J.11.6**.
- f. **Accounts Payable:** Scope and Requirements documented under Focus Group Procurement (F8) in the BRTM and the expectation is that implementation of Accounts Payable forms part of Focus Group “Finance (F1)” as documented under **J.1.4**.
- g. **Logistics Information System:** In use and expected to be replaced with relevant SAP S/4HANA functionality.
- h. **Consumption Based Planning:** CCT is currently using this component of Material Requirement Planning (MRP) and the expectation is technical upgrade.
- i. **Warehouse Management:** Not currently in use at CCT and excluded from scope.
- j. **VAT Treatment:** Municipalities are allowed to claim all the VAT on the procurement of inventory and then return the claim to SARS upon issuing to non-claimable departments.
- k. **Fiori:** Adoption and application of Fiori only for ECC transaction codes no longer available in SAP S/4HANA.
- l. **Reporting:** Migration of existing reports in SAP ECC and SAP BW is included within the technical upgrade scope of Focus Group “Reporting, Data and Analytics (G3)” as documented under **J.11.4**.
- m. **Internal / External Portals:** Included in the scope of Focus Group “Web-based Internal and External Portals with Self Service (E-Services) (G4)” under documented under **J.11.6**.
- n. **Workflow:** Included in the scope of Focus Group “Workflow (G5)” as documented under **J.11.8**.
- o. **Records Management:** Included in the scope of Focus Group “Records Management (O7)” as documented under **J.12.3**.
- p. **Archiving:** Included in the scope of Focus Group “Archiving (O8)” as documented under **J.12.3**.

J.8.5.2 Release 1 – New Deployment

No new implementations in Release 1.

J.8.5.3 Post Release 1 – Transformation

The expectation after Release 1 – Technical Upgrade is to deliver the Business Requirements Traceability (BRTM) scope using standard SAP S/4HANA functionality and transition to ARIBA.

- a. **ARIBA Solution Implementation:** Greenfield implementation of ARIBA solutions for Manage Suppliers including Supplier Risk and Performance, Manage Contracts, Manage Procurement including catalog, Manage Sourcing (Request for Quotation (RFQ), Quotation and Request for Proposal (RFP) / Tender), Reporting across all Spend and Supply Chain components and share of documentation with suppliers.
- b. **SAP Strategic Procurement:** Greenfield implementation and migration of relevant SAP S/4HANA functionality migrated in Release 1.
 - i. During detailed design, it must be confirmed whether this functionality is required to satisfy CCT requirements, with the option to descope if it is not required.
- c. **SAP Ariba Supplier Risk:** Greenfield implementation and migration of relevant SAP S/4HANA functionality migrated in Release 1.

- i. During detailed design, it must be confirmed whether this functionality is required to satisfy CCT requirements, with the option to descope if it is not required.
- d. **SAP Ariba Spend Control tower:** Greenfield implementation and migration of relevant SAP S/4HANA functionality migrated in Release 1.
 - i. During detailed design, it must be confirmed whether this functionality is required to satisfy CCT requirements, with the option to descope if it is not required.
- e. **SAP Business Network Commerce Automation:** Greenfield implementation and migration of relevant SAP S/4HANA functionality migrated in Release 1.
 - i. During detailed design, it must be confirmed whether this functionality is required to satisfy CCT requirements, with the option to descope if it is not required.
- f. **SAP Ariba Buying for SAP S/4HANA:** Greenfield implementation and migration of relevant SAP S/4HANA functionality migrated in Release 1.
 - i. During detailed design, it must be confirmed whether this functionality is required to satisfy CCT requirements, with the option to descope if it is not required.
- g. **SAP Ariba Catalog:** Greenfield implementation and migration of relevant SAP S/4HANA functionality migrated in Release 1.
 - i. Catalogues are not currently used by CCT. The tenderer must include this functionality in the proposed approach and costing.
 - ii. During detailed design, it must be confirmed whether this functionality is required to satisfy CCT requirements, with the option to descope if it is not required.
- h. **Migration to SAP Ariba:** The expectation is that at least open contracts and active suppliers, excluding deleted suppliers, will be migrated to SAP Ariba.
- i. **Customised E-Services:** Manage Supplier Onboarding / View Purchase Orders: Decommission customised E-Services functionality after Release 1: Technical Upgrade. This is included in the scope of Focus Group “Web-based Internal and External Portals with Self-Service (E-Services) (G4) under J.11.6”.
- j. **Manage Suppliers:** Migrate to the relevant SAP Ariba functionality and decommission the custom functionality migrated to SAP S/4HANA as part of Release 1: Technical Upgrade.
- k. **Procurement:** Migrate to the relevant SAP Ariba procurement functionality.
- l. **Spend Reporting:** Migrate spend reporting from SAP BW to SAP Ariba and/or SAP S/4HANA functionality and decommission BW reporting where it is replaced by SAP Ariba and/or SAP S/4HANA reporting capability. Catered for under Focus Group “Reporting, Data and Analytics” captured under J.11.4.
- m. **Supplier Registration:** CSD Integration: CSD integration is not currently used by CCT. The tenderer must include this in the proposed approach and costing.
- n. **Manage Contract Lifecycle:** CRMS Solution Portion: Replace the customised CRMS solution with the relevant standard SAP Ariba functionality where applicable.
 - i. The tenderer must include this in the proposed approach and costing.
 - ii. During detailed design, it must be confirmed whether this functionality is required to satisfy CCT requirements, with the option to descope if it is not required.
- o. **Manage Legal Contract Authoring / Manage Outline Agreements:** Include the relevant SAP Ariba functionality for legal contract authoring and outline agreements in the proposed approach and costing.
- p. **Demand Plan:** Capital and Operational, excluding MRP: Replace the customised non-SAP Demand Plan solution for tender demand with the relevant SAP solution. The tenderer must include this in the proposed approach and provide cost estimates. During detailed design, it must be confirmed whether this functionality is required to satisfy CCT requirements, with the option to descope if it is not required. For clarity, reference to demand in this context excludes Material Requirements Planning (MRP).
- q. **Fiori:** Adopting Fiori and enable Fiori applications.
- r. **Embedded analytics and Reporting:** Part of Focus Group Reporting, Data and Analytics (G3) as documented under J.11.4.
- s. **Standard SAP S/4HANA and Cloud Solution Functionality:** Transition to standard SAP S/4HANA

and cloud solution functionality to reimagine existing customisations and move closer to a Clean Core approach following Release 1 – Technical Upgrade. This includes enabling standard SAP S/4HANA and cloud solution functionality, with limited customisation, to deliver the BRTM scope identified by the “To Include” and “Future” indicators in the CCT BRTM document.

J.9 MANAGE HUMAN RESOURCES

Manage Human Resources comprises of Focus Groups Human Capital Management (F14) and Payroll (F10) with combined Proposed Future Architecture documented under **J.9.3**.

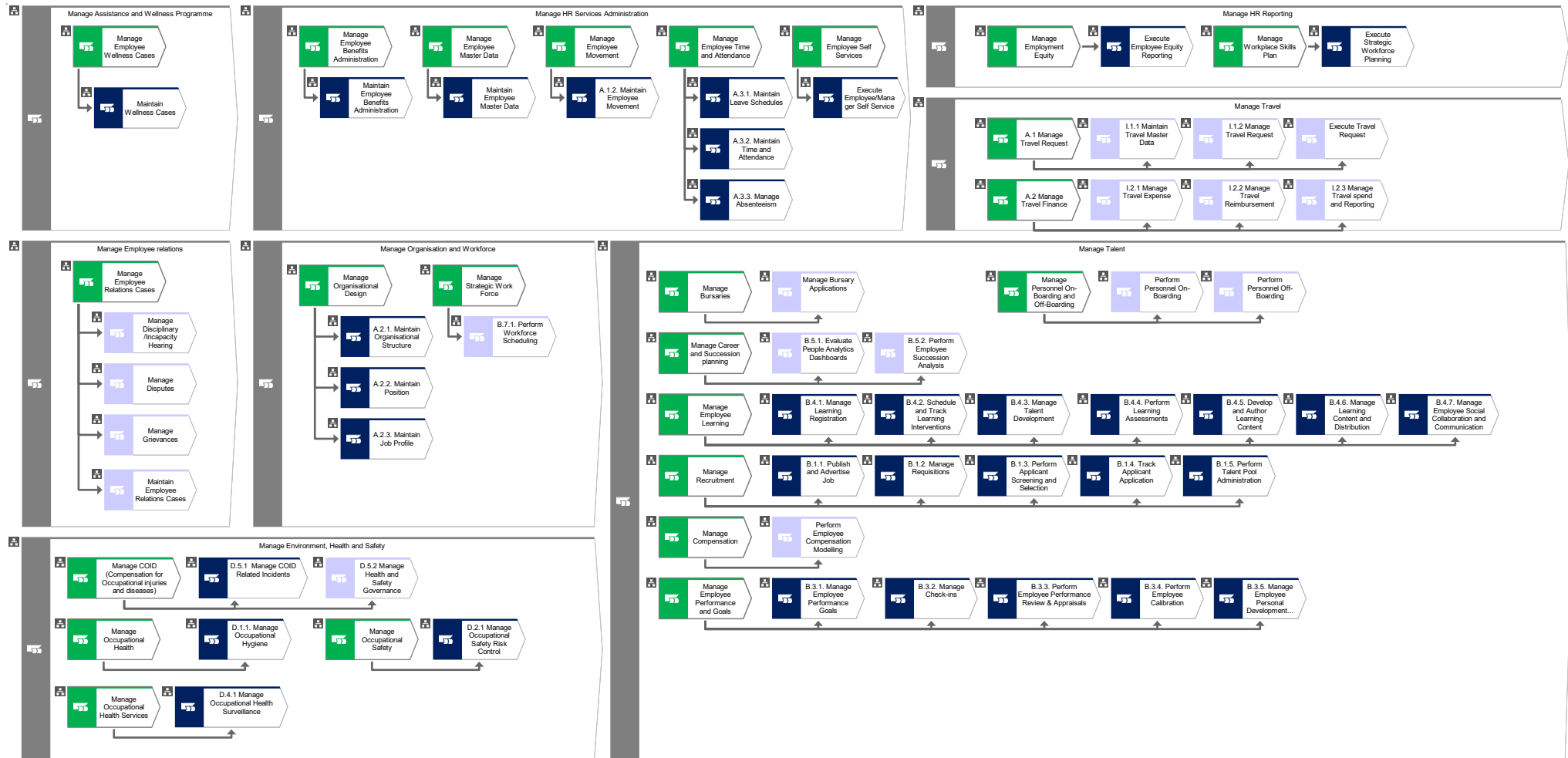
J.9.1 END GOAL: HUMAN CAPITAL MANAGEMENT (F14)

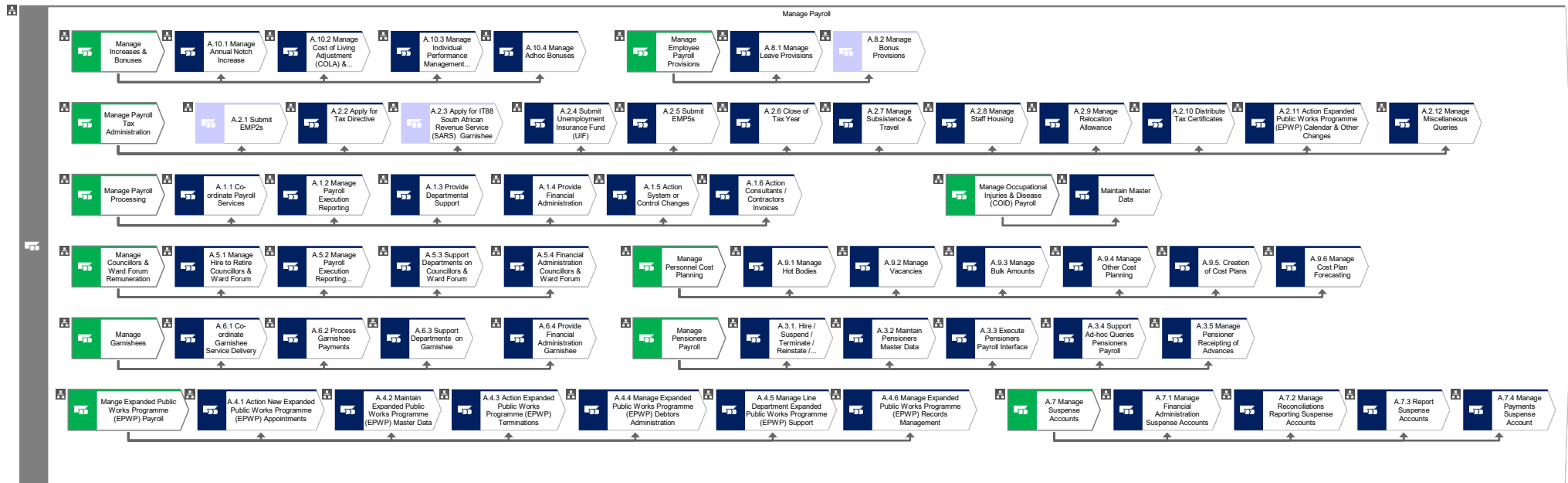
1. The end goal of the Human Capital Management (HCM) portion of the CAR CORE implementation will be to facilitate CCT human resources (HR) processes, provide access to human resources (HFR) information from anywhere as “HR in the palm of your hand” and deliver improved employee experience.
2. Provides a centralised, digital and adaptable platform with seamless integration between ERP and HR solution modules that drive process efficiency improvement, streamline recruitment process to attract right talent and reduce the time to fill vacant positions.
3. An integrated and user-friendly human resources solution with ability to focus on talent development, improve employee satisfaction and retention of top talent whilst addressing functionality gaps that exist for key talent management processes.
4. Improved communication through Continuous Performance Management.
5. Provide for Artificial Intelligence (AI) to enhance standard functionality where applicable.
6. Provide for reporting capability that include standard reporting and dashboard; and the ability to develop own reports and dashboards to address complexity and availability of reporting.
7. Enforce Access restriction on information and reports per authorised roles.
8. All legislative and governance specific and CCT policy requirements must be catered for in the new system.
9. Digitise and simplify the travel and expenses process by improving the employee experience in using an intuitive user-friendly solution including mobile self-service while giving business greater end-to-end control over the Travel Management process, ensuring compliance and financial visibility through integration and flexible reporting insights.

J.9.2 END GOAL: PAYROLL (F10)

1. The end goal of the payroll portion of the CAR CORE implementation will be to successful implementation of a payroll system that allows for compliance in respect of payroll related applicable laws, regulations, and collective agreements in South Africa (e.g. Income Tax, BCEA and other.).
2. Provides a digital and adaptable platform that facilitates timely and accurate payments to employees and third parties.
3. Key legislative and governance specific requirements to be catered for in the new system.
4. Reporting that meets legislative and compliance specific requirements (e.g. National Treasury reporting requirements).
5. Provides for existing Current SAP Solutions Payroll functionality but also allow for a reduction in manual processes by way of automation. By doing so, it will promote cost-saving efficiency as well as enhanced accuracy of payroll results.
6. All system enhancements and customisations (existing and future) should be catered for.
7. Review of business processes to align with industry best practice.
8. Enforce updated payroll related policies and procedures.
9. The system to provide adequate controls to mitigate risk and ensure governance is adhered to.

Below Manage Human Resources on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).





J.9.3 Proposed Future Architecture: Manage Human Resources

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: HCM – Human Capital Management Subsystem: a. Organizational Management b. Personnel Administration c. Personnel Management d. Workforce Administration	License in TABLE J.15.1: SAP SuccessFactors Employee Central, core HR SAP SuccessFactors Employee Central, core HR Functional Use Figure 1 Element: Employee Central
SAP System: ECC6 System: HCM – Human Capital Management Subsystem: a. Time Management	License in TABLE J.15.1: SAP SuccessFactors Time Tracking Figure 1 Element: Time Management
SAP System: ECC6 System: HCM – Human Capital Management Subsystem: e. Recruitment	License in TABLE J.15.1: SAP SuccessFactors Recruiting Figure 1 Element: Recruitment & Onboarding NOTE: Or replacement license
No Current License	License in TABLE J.15.1: SAP SuccessFactors Onboarding Figure 1 Element: Recruitment & Onboarding
SAP System: ECC6 System: HCM – Human Capital Management Subsystem: a. Learning (LSO)	License in TABLE J.15.1: SAP SuccessFactors Learning Figure 1 Element: Learning License in TABLE J.15.1: SAP Learning Hub License in TABLE J.15.1: WalkMe Digital Adoption Platform WalkMe Premium for Ariba WalkMe for SAP SuccessFactors HCM WalkMe Premium for BTP solutions WalkMe Premium for Finance WalkMe Premium for S/4HANA Private Cloud WalkMe Premium for SAP CX solutions Figure 1 Element: WalkMe Digital Adoption Platform WalkME Adoption Analytics
SAP System: ECC6 System: HCM – Human Capital Management Subsystem: a. Personnel Development / Talent Management	License in TABLE J.15.1: SAP SuccessFactors Performance & Goals Figure 1 Element: Performance and Goals Management
No current license	License in TABLE J.15.1: SAP SuccessFactors Career and Talent Development Figure 1 Element: Succession and Development
SAP System: ECC6 System: HCM – Human Capital Management Subsystem: a. Compensation Management	License in TABLE J.15.1: SAP SuccessFactors Compensation Figure 1 Element: Compensation Management
No current license	License in TABLE J.15.1: SAP Concur Travel Expense Figure 1 Element: Travel Management Expense Management Invoice Management
SAP System: ECC6 System: HCM – Human Capital Management Subsystem: a. Environmental Health and Safety (EHS)	License in TABLE J.15.1: SAP S/4HANA for EHS environment management Figure 1 Element: Employee Health & Safety
No current license	License in TABLE J.15.1: People intelligence
SAP System: ECC6 System: HCM – Human Capital Management Subsystem: b. Payroll c. Wages	License in TABLE J.15.1: SAP SuccessFactors Payroll (Employee Central Payroll) Figure 1 Element: Payroll Processing

J.9.3.1 Release 1 – Deploy Employee Central

- a. For Release 1 the expectation is to deliver the Business Requirements Traceability (BRTM) scope by implementing the following modules. Below are some key items for consideration.

b. Employee Central:

- i. **Position Management:** CCT is currently using a non-standard SAP solution, and the overall strategy is to adhere to standard functionality as far as possible.
- ii. **Profile structures:** The expectation is that Job Profiles need to be re-aligned to the Job Profile Builder structures available as part of SAP SuccessFactors.
- iii. **Data Maintenance:** The expectation is to allow for high-volume data maintenance.
- iv. **Time:** Time in ECC6 is customized including integration to Time-clocking devices and Mobile clocking with geo fencing. Time-Off is required.
- v. **Employee and Manager Self Service:** The expectation to use SAP SuccessFactors Workzone covered under Web-based Internal and External Portals with Self Service (E-Services) (G4) documented under J.11.6.

c. Payroll**i. Considerations:**

The city is very Risk averse and because S4H4 is not a viable Payroll option for CCT with S/4HANA, the option to keep Payroll and Time on-premise for the interim is an important consideration. S4H4 is not available as a VAR resell option.

The risk factor is Time was hugely customised over the past 20 years and to rebuilt Time completely in SuccessFactors will add complexity and risk and will extent timelines to cater for comprehensive parallel payroll runs.

Only when results are 100% aligned, will the city sign-off on the SuccessFactors Time and Employee Central Payroll. CCT is aware that ECP is part of the SAP Strategic roadmap, but the Risk factor is high with huge consequences if Payroll in the Cloud fails in the City.

Employee Central Payroll is the end state for Payroll in line with SAP's Strategic Roadmap, but this deployment will cause huge risk due to the fact that Time feeding payroll was hugely customised.

ii. Tenderers are requested to provide separate cost estimates for two options for implementation:

(1) Retain and remediate Payroll & Time on ECC6 with integration to SAP SuccessFactors and S/4HANA in Release 1; AND

(2) greenfield implementation of Employee Central Payroll including Time Tracking in either Release 2 or Release 3. Both release options must be separately costed.

- iii. The final decision on implementation timeline for Employee Central Payroll including Time Tracking will be confirmed during the design workshops.

d. Recruitment

- i. Consideration to be given to SAP SmartRecruiters maturity. Recruitment solution was purchased in Q4 2025 by SAP called SmartRecruiters which is AI driven and this needs to be implemented from the start to limit rework. The City's expectation is that the solution will be mature enough before implementation to manage risk and not be on the "Bleeding edge".
- ii. Current Recruitment solution not sufficient and not complying with Statuary Compliance e.g. Municipal Staff Regulations (MSR) for example the Time to fill a position in the City exceeds the MSR requirement.
- iii. Tenderers are requested to provide separate cost estimates for three options for implementation given high priority of recruitment:

(1) Retain ECC6 Recruitment in Release 1 and ensure integration between ECC6 and SAP SuccessFactors Employee Central to remediate the current ECC6 Recruitment solution to still function in the scenario where SmartRecruiters for SAP SuccessFactors is only implemented in Release; AND

(2) Greenfield implementation of SuccessFactors Recruitment in either Release 1 or Release 2. Both release options must be separately costed. AND

(3) SmartRecruiters in either Release 1 or Release 2. Both release options must be separately costed.

- iv. Where transition to SuccessFactors Recruitment is implemented in Release 2, tenderers must ensure full continuity of Requirement in Release 1 through remediation activities.
- v. The final decision on implementation timing of SuccessFactors Recruitment will be confirmed during the design workshops.

e. Onboarding:

- i. Currently a custom process and the implementation of Onboarding to streamline the process is of high importance.
- ii. Tenderers are requested to provide separate cost estimates for two options for implementation given high priority of recruitment:

(1) Continue with manual process for Onboarding in Release 1; AND

(2) Greenfield implementation of SuccessFactors Onboarding in either Release 1 or Release 2. Both release options must be separately costed.

- iii. Where transition to SuccessFactors Onboarding is implemented in Release 2, tenderers must ensure full continuity of requirement in Release 1 through remediation activities.
- iv. The final decision on implementation timing of SuccessFactors Onboarding will be confirmed during the design workshops.

f. Learning:

- i. It is the expectation for the CORE Plus project to use SAP training solutions for training all lines of business during the project.
- ii. **Fast roll-out:** The requirement for a basic Learning solution to assist the CAR Programme with training initiatives should be considered.
- iii. Tenderers are requested to provide separate cost estimates for two options for implementation given high priority of recruitment:

(1) Fast Roll-out Training solution in Release 1; AND

(2) Greenfield implementation of Training solutions in Release 2.

- iv. The final decision on implementation timing of Fast Roll-out Training will be confirmed during the design workshops.
- v. **WalkMe:** The implementation of Walkme should be costed with implementation guidelines to derive the maximum value from this investment.
- vi. Tenderers are requested to provide separate cost estimates for every WalkMe license and the final decision on which WalkMe license(s) will be confirmed during the design workshops.

g. Personal Cost Planning (PCP): Included in the scope of Focus Group “Budgets (F3)” documented under J.1.4.

h. Environment, Health and Safety (EHS): Cannot migrate the current CCT EHS solution as part of the technical upgrade; and CCT will continue with current solution until transition to future S/4HANA EHS solution.

- i. Tenderers are requested to provide separate cost estimates for remediation with SAP S/4HANA and Employee Central.

i. Tools/Accelerators: The expectation is for tools and/or accelerators to assist with the transition which should be included in approach and explained in detail. Note at no extra cost for these tools and/or accelerators.

J.9.3.2 Post Release 1 – Transformation

The expectation after Release 1 – Technical Upgrade is to deliver the Business Requirements Traceability (BRTM) scope by implementing the below modules.

- a. **Performance and Goals:** The expectation is for a greenfield implementation.
- b. **Learning:** The expectation is a greenfield implementation of what was not implemented in Release 1.
- c. **Career & Talent Development:**
 - i. Currently many manual processes in CCT and the use of spreadsheets do exist.
 - ii. Guidance is required on the pre-requisites from a data perspective to ensure successful implementation of this capability.
 - iii. Opportunity Market place is also a requirement to assist with learning and career opportunities as recorded in the BRTM. The expectation is a greenfield implementation.
- d. **Compensation Management:**
 - i. Compensation is mostly a manual process currently where spreadsheets and performance rating downloads from Performance Management are used to calculate Performance bonuses for example.
 - ii. The expectation is a greenfield implementation.
 - iii. Confirmation during detail design if functionality needed to satisfy CCT requirements and option to descope.
- e. **Personal Cost Planning (PCP): Included in the scope of Focus Group “Budgets (F3)” documented under J.1.4.**
- f. **Custom Solutions on Employee Central:** Custom development is required by extending Employee Central for the following solutions:
 - i. Bursars
 - ii. Employee Relations
 - iii. Employee Assistance & Wellness
 - iv. Workplace Skills Plan
- g. **Environment Health Safety (EHS) on S/4HANA:** CCT uses limited functionality currently, but requires full functionality as stated in the BRTM.
 - i. The expectation is a greenfield implementation.
- h. **Travel Management:** Travel Management is currently a manual process in the City.
 - i. Tenderers are requested to provide separate cost estimates for two options for implementation:
 - (1) SAP S/4HANA Travel Management; AND
 - (2) Greenfield implementation of deploying SAP Concur solution.
 - ii. The final decision on the implementation approach for Travel Management will be confirmed during the design workshops.
- i. **Tools/Accelerators:** The expectation is for tools and/or accelerators to assist with the transition which should be included in approach and explained in detail. Note at no extra cost for these tools and/or accelerators.
- j. **Personal Cost Planning (PCP):** Note configuration of interim functionality in SAP S/4HANA included in Focus Group “Finance (F1)” documented in J.1.4.
- k. **Fiori:** Adopting Fiori and enable Fiori applications.
- l. **Embedded analytics and Reporting:** Migrate to embedded analytics and standard reports to reimagine customizations to reduce current custom reports. Included in the scope of “Reporting, Data and Analytics (G3)” documented under J.11.4.
- m. **Standard Cloud Solution functionality:** Migrating to standard Cloud solution functionality to reimagine customizations to move closer to Clean Core after Release 1 – Technical Upgrade. Also enable standard and Cloud solution functionality, with limited customisation, to deliver on BRTM scope as identified by the “To include” and “Future” indicators in the CCT BRTM document.

J.10 SERVICE MANAGEMENT

Service Management comprises of Focus Groups Customer Relationship Management - Service Management (F15) is combined with Customer Relationship Management - Channel Management (F16) and Customer Relationship Management - Citizen Interface (F17) documented after J.10.4.

J.10.1 END GOAL: CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SERVICE MANAGEMENT (F15)

1. The objectives of the Customer Relationship Management (CRM) Service Management of the CORE Plus project are to improve citizen interactions with the ultimate aim to improve service delivery in support of the CCT vision of being a City of Hope.
2. Provide a seamless customer engagement experience across all channels, including for example walk-in centres, call centres, and an e-service platform.
3. Optimise the process for logging calls, complaints, errors and/or faults and provide the citizens with the ability to track progress and providing customer feedback. This includes the ability to receive customer feedback as well.
4. Streamline processes, systems and tools with the aim to automate and optimise customer relationship management functionality as far as possible to enable processes, systems and tools to work in a cohesive way to reduce response times through all channels.
5. Allow the citizens and customers by enabling self-service capabilities including mobile enablement to log service requests via mobile and web applications as well as third party solutions to create service requests.
6. Empower the customer facing staff by providing for tools and capability, for example guided answers, scripted scenarios, knowledge databases, internal chatbots and artificial intelligence (AI) to deliver high quality customer engagement services.
7. Provide for integrated and aligned service level agreements (SLA) from customer relationship management front-offices with the back-office service delivery departments, and possible external parties, with the aim to reduce issue resolution time. This is to include advanced service level agreement (SLA) functionality that include but not limited to alerts and monitoring capabilities based on status, priority and urgency of logged interactions and service request (SR's).
8. A solution that provides for one view of the customer to enable access to but not limited to master data, business partner details, customer assets, invoices, meter reading and service requests ensuring permission-based access customer data in line with the Protection of Personal Information Act (POPIA) requirements.
9. Ensure the Service Management solution is implemented with the necessary security aspects to protect the citizens' and customer's data with single-sign-on (SSO) and role-based access to functionality.
10. Enable seamless integration between channel management and service management solutions as well as other relevant back-office systems service request resolution.
11. The solution must have the capability to support the business to respect data privacy and address regulatory risks by maintaining the purpose of data throughout the customer lifecycle.
12. A platform for more meaningful management dashboard and integrated reporting capability to monitor, track and provide insights.
13. Enable a technology platform that is scalable for future requirements, for example external chatbots, social media integration, artificial intelligence (AI), and video chats.
14. Key legislative and governance specific and CCT policy requirements must be catered for in the new system.

J.10.2 END GOALL: CHANNEL MANAGEMENT (F16)

1. The objectives of the Customer Relationship Management (CRM) Channel Management of the CORE Plus project are to improve citizen interactions with the ultimate aim to improve service delivery in support of the CCT vision of being a City of Hope.
2. Provide a seamless customer engagement experience across all channels, including for example walk-in centres, call centres, and an e-service platform.
3. Optimise the process for logging calls for complaints, enquiries, service request, and/or faults; and ability to tag calls based on certain CCT criteria and manage customer feedback.

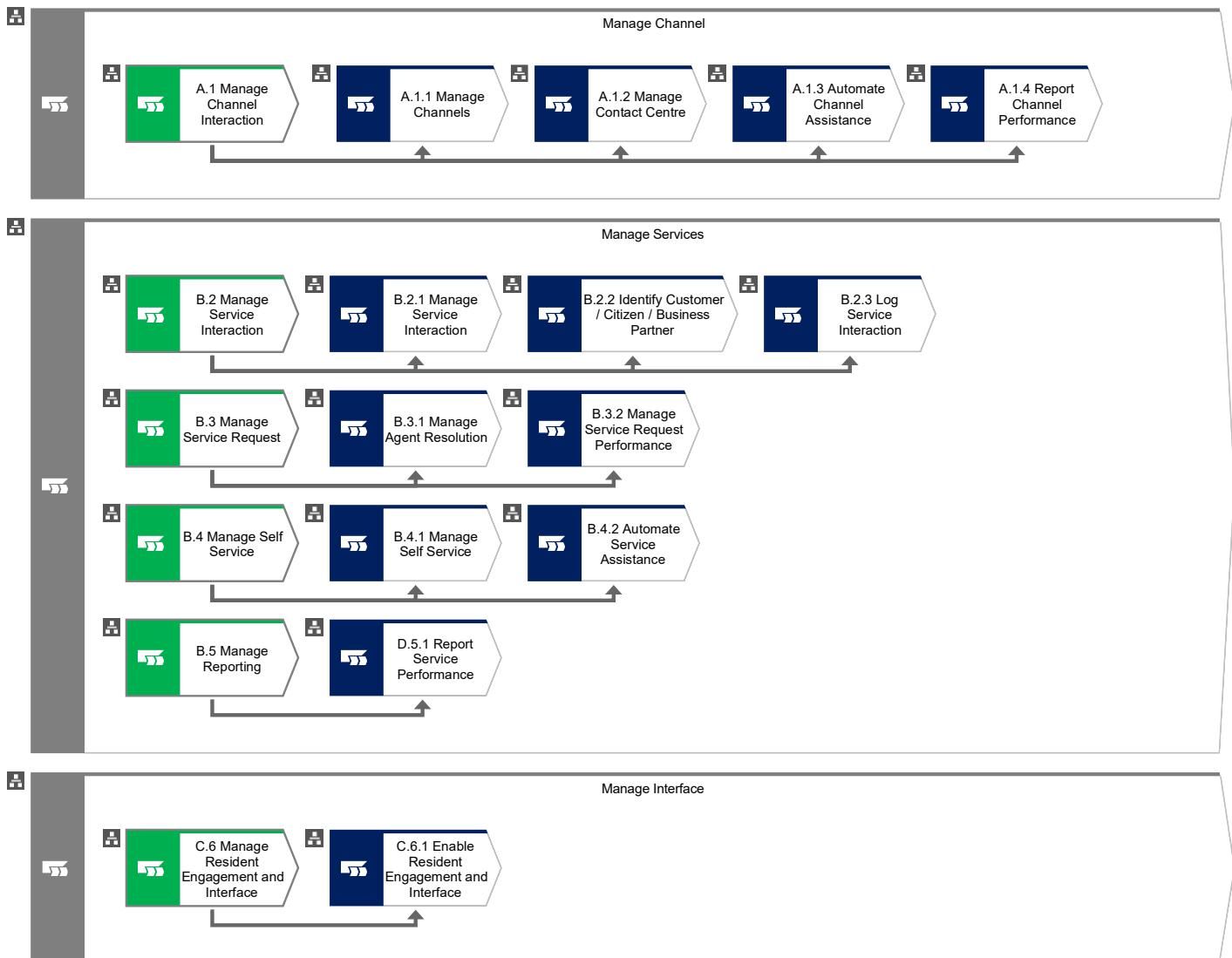
4. Streamline processes, systems and tools with the aim to automate and optimise customer relationship management functionality as far as possible to enable processes, systems and tools to work in a cohesive way to reduce response times through all channels.
5. Empower the customer facing staff by providing for tools and capability, for example customer insights, guided answers, scripted scenarios, knowledge databases, internal chatbots and artificial intelligence (AI) to deliver high quality customer engagement services.
6. Provide ability to configure channel management to cater for current CCT and customer needs with ability to adapt based on future needs as they arise.
7. Enable seamless integration between channel management and service management solutions as well as other relevant back-end systems service request resolution.
8. Establish workforce management capability that enable making available right staff with the right skills at right time, as well as optimal call distribution and predictive forecast capability.
9. Capability that can be deployed as different instances to cater for the various projects that requires a channel management capability.
10. A platform for more meaningful management dashboard and integrated reporting capability to monitor, track and provide insights.
11. Enable a technology platform that is scalable for future requirements, for example external chatbots, social media integration, artificial intelligence (AI), and video chats.
12. All legislative and governance specific and CCT policy requirements must be catered for in the new system.

J.10.3 END GOAL: CITIZEN INTERFACE (F17)

1. The objectives of the Customer Relationship Management (CRM) Citizen Interface (CI) of the CORE Plus project are to cater for residents to engage with the CCT Citizen Interface Department in relation to ward and sub council activities.

Note: All this is future requirements as the function is currently performed outside a system. If scope and requirements can be catered for through configuration of SAP HANA functionality it may be included in the final Release of the Proposed Project Implementation Schedule.

Below Manage Service Management on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).



J.10.4 Proposed Future Architecture: Service Management

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: CRM – Customer Relationship Management	License in TABLE J.15.1: SAP Service Cloud Version 2 / Utilities Add-on Figure 1 Element: Customer Service Management (Service Cloud)
SAP System: ECC6 System: FS – Financial Services Subsystem: Business Partner	Scope and Requirements related to Business Partner - Citizen are documented under Focus Group “Customer Relationship Management – Service Management (F15)”. Catered for under Focus Group “Revenue Management (F5) and Billing & Invoicing (F6)”
MITEL (Non-SAP)	For integration
	License in TABLE J.15.1: SAP Self-Service Accelerator for Utilities by SEW, cloud edition Figure 1 Element: Customer Self Service & Management (SEW)

J.10.4.1 Release 1 – Technical Upgrade (Default Approach)

- For Release 1 the expectation is either to retain current CRM solution or Greenfield implementation of

Service Cloud. Below are some key items for consideration.

b. Deployment Options:

- i. The expectation is that the tenderer must provide cost estimates for two options:
 - (1) retaining the current CRM and integrating it with S/4HANA, **AND**
 - (2) deploying Service Cloud in either Release 1 or Release 2, both release options must be separately costed. Both release options must be separately costed.
- ii. Confirmation of the timing for the deployment of SAP Service Cloud will be finalised during the Detailed Design phase.

c. Channel Management: The scope is integration with CCT Channel Management solution

- i. Current Channel Management solution is MITEL. CCT is going to market with separate tender for new Channel Management solution with planned implementation date of March 2029.
- ii. The expectation is that the tenderer must provide cost estimates for two options
 - (1) Integration with Service Cloud in either Release 1 **OR** Release 2. Both release options must be separately costed.
 - (2) Integration between Service Cloud and new CCT Channel Management solution.
- iii. Cost as part of Focus Group “Integration” documented under **J.11.2**.

d. Customer Self Service Mobile:

- i. The tenderer must provide cost estimates for two options:
 - (1) Development of self-service capability through SAP Build Work Zone, which forms part of SAP BTP covered under Focus Group “Future Architecture: Web-based Internal and External Portals with Self Service (E-Services) (G4)” documented under **J.11.6**; and
 - (2) Greenfield deployment of SAP Self-Service Accelerator for Utilities by SEW, cloud edition.
- ii. The required functionality, including any potential descoping, will be confirmed during detailed design.

e. Plant Maintenance Integration: For the Service Cloud deployment option, replicate service requests to SAP S/4HANA as service orders. For the CRM deployment option, retain the customised C3 functionality

f. Contact Centre Mailboxes: Although Channel Management will cater for all channels, CRM is currently used for all contact centre email inbox functionality, including the Mayor’s Office mailbox.

g. CRM Integrations: If the current CRM solution is retained in Release 1, the ability to launch IS-U transactions remains a requirement. This includes, but is not limited to, the following integrations and capabilities:

- i. Geospatial Information System (ArcGIS): Property and location-based data integration.
- ii. ECC Case Management: Creation of case for specific property related queries.
- iii. Web Service Request: Allow 3rd parties to log service requests but also used for CCT self-service application.
- iv. Outage Management System (OMS): Integrates to the OMS, which manages and monitors electricity specific outages.
- v. SAP S/4HANA Transactions: Launch SAP S/4HANA transaction related but not limited to Business partner, Employee and ISU master data and technical data (account related) replication.
- vi. BW/4HANA Reporting: Launch BW/4HANA reports.
- vii. Send SMSs: Allows CCT to send SMSs through InfoBIP to customers, specifically Service Request reference numbers.
- viii. Indigent Rebate: Triggering of SAP Workflows (not CRM workflows).
- ix. Plant Maintenance: Downstream creation of plant maintenance notifications.
- x. ECC: Business partner, employee and ISU master data and technical data (account related) replication.

- xi. **eEFM (Employee Folder Management)** - When a request is made on the internal app an automatic SR is logged to the HR Servicedesk.
- h. **Fiori:** Adoption and application of Fiori only for ECC transaction codes no longer available in SAP S/4HANA.
- i. **Reporting:** Migration of existing reports in SAP ECC and SAP BW is included within the technical upgrade scope of Focus Group “Reporting, Data and Analytics (G3)” as documented under **J.11.4**.
- j. **Internal / External Portals:** Included in the scope of Focus Group “Web-based Internal and External Portals with Self Service (E-Services) (G4)” under documented under **J.11.6**.
- k. **Workflow:** Included in the scope of Focus Group “Workflow (G5)” as documented under **J.11.8**.
- l. **Records Management:** Included in the scope of Focus Group “Records Management (O7)” as documented under **J.12.3**.
- m. **Archiving:** Included in the scope of Focus Group “Archiving (O8)” as documented under **J.12.3**.

J.10.4.2 Post Release 1 – Transformation

The expectation after Release 1 – Technical Upgrade is to deliver the Business Requirements Traceability (BRTM) scope using standard SAP functionality and transitioning to Customer and Employee Self Service.

- a. **Field Service Intervention:** Replicate service requests to Fields Service Management (FSM) and Service and Asset Manager (SSAM).
- b. **Customer Self Service:**
 - a. The expectation is that the tenderer must provide cost estimates and solution approaches for three options:
 - (1) Greenfield Implementation of SAP Smart Energy Water (SEW) with integration to Service Cloud and Cloud for Energy AND
 - (2) custom build approach through Build Work Zone with utilisation of standard connections of Multi-Channel Foundation for Utilities (MCF).
 - b. Confirmation during detail design if functionality needed to satisfy CCT requirements and option to descope.
- c. **CCT Employee Self Service (HR Service Desk):** Forms part of Implementation Components (Focus Group) Web-based Internal and External Portals with Self Service (E-Services) (G4) for deployment of Enterprise Service Management (ESM) with integration to Human Capital Management (HCM) for enablement of functionality on ESM.
- d. **Campaigns:** Requirement to include in approach and costing. Confirmation during detail design if functionality needed to satisfy CCT requirements and option to descope.
- e. **Citizen Interface (CI) as engagement with CCT Citizen Interface Department in relation to ward and sub council activities:** The requirement for this Implementation Component (Focus Group) that is currently manual to include in approach and costing.
 - a. Confirmation during detail design if functionality needed to satisfy CCT requirements and option to descope.
- f. **Fiori:** Adopting Fiori and enable Fiori application.
- g. **Embedded analytics and Reporting:** Migrate to embedded analytics and standard reports to reimagine customizations to reduce current custom reports. Included in the scope of “Reporting, Data and Analytics (G3)” documented under **J.11.4**
- h. **Standard Cloud Solution functionality:** Migrating to standard SAP Cloud solution functionality to reimagine customizations to move closer to Clean Core after Release 1 – Technical Upgrade. Also enable standard Cloud solution functionality, with limited customisation, to deliver on BRTM scope as identified by the “To include” and “Future” indicators in the CCT BRTM document.

J.11 GENERIC

J.11.1 END GOAL: INTEGRATION (G1)

1. The end goal of the Integration portion of the CAR CORE implementation is **to enable independently designed systems to work together by integration middleware** that helps data and files to flow freely between SAP HANA solution components and external systems without significant development in the downstream systems.
2. The solution aims to provide independently designed application systems to work together by establishing a middleware framework that helps data flow freely between applications without significant changes to database configurations or the applications themselves, leading to a streamlined process and increased data availability
3. Provide easy to manage integration platform that offers capability for the full life cycle of API Management capabilities that include but is not limited to API design, API build, API deployment, and API management.
4. Integration capability is an open, enterprise-grade platform that supports CCT integration needs for SAP-to-SAP integration, SAP to non-SAP systems integration and non-SAP to non-SAP integrations.
5. Should consider and adhere to Acts, Municipal Bylaws, Laws, relevant Regulations, and internal policies of the City.
6. Reuse of software components and artefacts should be possible to ensure that the solutions are scalable.
7. The entire integration solution should be loosely coupled and easy to implement and maintain. Allow extension of the use of the integration capability to suitable skilled business users.
8. Align to international and local standards and best practices; and allow for the CCT current and future integration protocols. See current protocols provided.
9. Allow for easy implementation and set-up of integration with limited dependency on skilled back-end resources.
10. Safeguard the City's data assets and protecting CCT's intellectual property.
11. Ensure implementation of integration is optimal not to negatively impact the solution performance.
12. Provide an audit trail and history of the various integration points.

J.11.2 Proposed Future Architecture: Integration (G1)

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: PO – Process Orchestration (formerly PI / SAP-XI)	License in TABLE J.15.1: SAP Integration Suite, premium edition Figure 1 Element: Integration Suite
	SAP Ariba Cloud Integration Gateway (CIG)
	Note: Part of BTP SAP Integration Suite with no additional license, managed gateway for spend management and SAP Business Network.

J.11.2.1 Release 1 – Technical Upgrade (Default Approach)

- a. For Release 1, the expectation is to migrate Process Orchestration to SAP Integration Suite and remediate existing integrations between SAP S/4HANA, SAP cloud solutions deployed in Release 1, other CCT solutions and third-party solutions. Below are some key items for consideration.
- b. Migration to SAP Integration Suite: Migrate existing SAP interfaces developed in SAP Process Orchestration to SAP BTP Integration Suite.
- c. Integration to SAP Cloud Solutions: Leverage standard integrations between SAP S/4HANA and the cloud solutions deployed in Release 1.
- d. Integration to other CCT and Third-Party Solutions: Remediate existing interfaces to work with SAP S/4HANA and test these integrations with the relevant third parties and CCT solutions.
- e. The Tenderer remains responsible for SAP-side remediation, integration enablement, technical coordination and testing support required to ensure continued operation of integrated third-party and non-SAP solutions. This includes analysis of existing SAP integration touchpoints, remediation of SAP-

side interfaces, coordination with CCT and third-party solution owners, support for end-to-end integration testing, defect resolution for SAP-side integration issues, and documentation of integration changes.

- f. The Tenderer shall not be responsible for changes required within third-party or non-SAP systems unless expressly included in the scope. However, the Tenderer must clearly identify such third-party dependencies, coordinate with the relevant parties through CCT, and ensure that SAP-side integration activities are completed to support operational continuity.
- g. **Integration Costing:** The expectation is for tenderers to **cost per integration** as per **BRTM tab “Integration Repository (G1)”**.

J.11.2.2 Post Release 1 – Transformation

After Release 1 – Technical Upgrade, the expectation is to ensure integration between SAP S/4HANA, SAP cloud solutions, other CCT solutions and third-party solutions.

- a. Integration to SAP Cloud Solutions: Leverage standard integrations between SAP S/4HANA and cloud solutions deployed after Release 1.

J.11.3 END GOAL: REPORTING, DATA AND DATA ANALYTICS (G3)

1. The end goal of the CORE Reporting, Data and Analytics stream is to provide a digital and adaptable ecosystem of technologies to facilitate in-the-moment decision support, operational reporting, statutory reporting and standard analytics that can also be used across CAR programme and other IT applications across CCT.
2. Facilitates a collaborative process between all stakeholders and solutions within the CORE project landscape that enables synchronisation of information, ensures one version of the truth and allows for more meaningful reporting to support decision making and regulatory needs.
3. Provide an In Module self-service, reporting capability, analytics and business intelligence (BI) without moving data from the operational software applications.
4. Provides a common, integrated ecosystem to satisfy reporting and analytics requirements across solutions and cater for where individual solution reports, dashboards and analytics capabilities are not adequate.
5. Enable metric driven decision making through the provision of key performance indicators (KPIs), trends, data in context, summaries, alerts, drill-down capabilities for more detailed analyses about operations and execution performance.
6. Provide for Operational, Management, Statutory and Regulatory reporting.

J.11.4 Proposed Future Architecture: Reporting, Data and Analytics (G3)

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: BW – SAP BW/4HANA	License in TABLE J.15.1: SAP Business Data Cloud Figure 1 Element: SAP BW/4HANA
SAP System: ECC6 System: BI – Business intelligence Subsystem: Reporting, analysis, and dashboards	License in TABLE J.15.1: SAP Business Data Cloud Figure 1 Element: SAP SAC (BI and Planning)
	License in TABLE J.15.1: SAP Business Data Cloud / Customer Managed Data Products Figure 1 Element: SAP Datasphere

Reporting, Data and Analytics (G3): Tenderers must propose Reporting, Data and Analytics (G3) as a separate delivery stream, with all reporting migration included in scope.

J.11.4.1 Release 1 – Technical Upgrade (Default Approach)

- a. For Release 1, the expectation is a technical upgrade on a like-for-like basis, converting the existing SAP ECC6 and SAP BW/4HANA landscape to SAP S/4HANA and BW/4HANA, with minimal functional change. Below are some key items for consideration.
- b. **Remediate Existing Reports:** Tenderers must remediate all existing reports required for Release 1 to ensure continuity of reporting. Reporting must remain aligned to the current reporting approach, with no redesign unless technically required.
- c. **mSCOA:** Migrate existing mSCOA functionality on SAP BW/4HANA.
- d. **Remediation Data Sources:** This includes remediation of SAP BW/4HANA data sources, data models, queries, and SAP BusinessObjects (BOBJ) reports to operate with S/4HANA and any cloud solutions deployed in Release 1.
- e. **Additional Scope Clarifications**
 - i. **Record of Reporting:** Various systems including BW/4HANA act as the record of reporting.
 - ii. **Fiori:** SAP GUI remains the primary interface in Release 1. Fiori will only be adopted where equivalent transactions are no longer available in S/4HANA.
 - iii. **PaPM and BPC:** Although part of Business Data Cloud (BDC), these will be implemented under Proposed Future Solution Architecture: Financial Management as documented under **J.1.4**.
- f. **Adoption Future Solutions:** The SAP S/4HANA Embedded Analytics or SAP Analytics Cloud (SAC) must only be adopted in Release 1 where:
 - iv. functionality is no longer available in S/4HANA, or
 - v. reports cannot be technically remediated.

J.11.4.2 Release 1 – New Deployment

- a. **Plan for Release 2 and Other Releases:** In parallel, tenderers must assess and identify reports that can transition to standard SAP reporting capabilities, with implementation planned for Release 2 and other future releases.
- b. **Reporting, Data and Analytics Landscape:** Establish a capability independent from transactional systems to enable enterprise reporting, analytics, and dashboarding across multiple applications, including Extract, Transform and Load (ETL) and reverse ETL processes into the enterprise analytics landscape.
 - i. Tenderers are requested to provide separate pricing for the implementation of this capability in both Release 1 and Release 2. Both release options must be separately costed.
 - ii. Where this capability is implemented in Release 2, tenderers must ensure full continuity of reporting in Release 1 through remediation activities.
 - iii. The final decision on implementation timing will be confirmed during the design workshops.
 - iv. Refer to **Figure K.11.2: Conceptual Technical Landscape for Reporting, Data & Analytics mapped to SAP Solutions** under Schedule K.11.

J.11.4.3 Post Release 1 – Transformation

Following the technical upgrade, Release 2 and Other Releases will focus on optimisation and transformation using standard SAP capabilities and Business Data Cloud based on the **Plan for Release 2 and Other Releases** developed in Release 1:

- a. Implement SAP Business Data Cloud (BDC) (including SAP Analytics Cloud and Datasphere).
- b. **SAP reporting and Embedded Analytics:** Transition to standard SAP reporting and embedded analytics.
- c. Reduce custom reports and align to Clean Core principles.
- d. Identify and develop CCT data products for reusable data sets.

- e. Expand adoption of Fiori applications and analytics.
- f. **Standard SAP S/4HANA and Cloud Solution functionality:** Migrating to standard SAP S/4HANA and Cloud solution functionality to achieve the following:
 - vi. Reimagine customizations to move closer to Clean Core after Release 1 – Technical Upgrade.
 - vii. Also enable standard SAP S/4HANA and Cloud solution functionality, with limited customisation, to deliver on BRTM scope as identified by the “To include” and “Future” indicators in the CCT BRTM document.

J.11.5 END GOAL: WEB-BASED INTERNAL AND EXTERNAL PORTALS WITH SELF SERVICE (E-SERVICES) (G4)

1. The end goal of the **E-Services (Web-Based Self Service)** portion of the CAR CORE implementation is **to enable a self-service capability** enabling CCT Staff and External Stakeholders to access **self-service functionality differentiated per stakeholder group**.
2. Enables ability for **internal access by Employees/Contractors/Councillors** on the corporate network and **external access by Citizens, Service Providers, Suppliers and Businesses**.
3. Facilitates a **collaborative process** to **access information, request services, and lodge applications online** in a manner that is tracked and traceable; and allows for interactive engagement with the **Citizens, Service Providers, Suppliers and Businesses**.
4. Provides a Service Catalogue capability through which solutions will **expose their standard functionality using portal technology** which include functionality exposed via URLs and accessed via browser (thin client) rather than requiring a thick client or desktop application to be installed.
5. Provides for **single identity, single-sign-on (SSO) and Multi-factor Authentication** where applicable with ability for first time users **to request creation of an identity** with login credentials (username and password) via the Identity Lifecycle Management (ILM) solution.
6. The expectation is that Out-of-the-Box web-based self-services are to be used and where not available as standard functionality development will be considered to replace at minimum the existing e-Services.
7. The scope for **E-Services (Web-Based Self Service)** is for all current e-services applications.
8. All legislative and governance specific requirements and CCT policies must be catered for in the new system.

J.11.6 Proposed Future Architecture: Web-based Internal and External Portals with Self Service (E-Services) (G4)

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: EP –Enterprise Portal	License in TABLE J.15.1: SAP BTP Enterprise Agreement
SharePoint Online	Figure 1 Element: Build Work Zone Will remain

J.11.6.1 Release 1 – Technical Upgrade (Default Approach)

- a. For Release 1, SAP S/4HANA functionality that replaces ECC functionality no longer available in SAP S/4HANA will be implemented as part of this release, together with the introduction of SAP Build Work Zone where required. Below are some key items for consideration.
- b. **Internal and External Portals:** Transition to SAP portal solutions.
 - i. Tenderers must provide separate cost estimates for the following two implementation options:
 - (1) Retain and remediate the current portal solutions, with integration to SAP S/4HANA and any cloud solutions implemented in Release 1; AND

(2) Greenfield implementation of SAP Build Work Zone for Internal and External Portals.

ii. Where the transition to SAP Build Work Zone is implemented in Release 2, tenderers must ensure full continuity of Internal and External Portals in Release 1 through remediation activities.

iii. The final decision on the implementation timing of SAP Build Work Zone for Internal and External Portals will be confirmed during the design workshops.

- c. Customer Self-Service: Align with the solution implemented for Customer Self-Service under “Customer Relationship Management: Service Management (SM)”, as documented after J.8.3.
- d. Portal Access: Tenderers must provide an approach for user migration to the new Internal and External Portal solutions, aligned to CCT’s Single Sign-On (SSO) approach.
- e. **Portal Costing:** The expectation is for tenderers to **cost per portal solution** as per **BRTM tab “Portal Repository”**.

J.11.6.2 Post Release 1 – Transformation

- a. After Release 1 – Technical Upgrade, the expectation is to deliver the Business Requirements Traceability Matrix (BRTM) scope using standard SAP S/4HANA functionality and transition to Customer Self-Service.
- b. Decommission Migrated Portal Solutions: If the decision is made not to retain the current Internal and External Portals in Release 1, these migrated portal solutions must be decommissioned once the transition to the future-state portal solution has been completed.
 - i. CCT will decommission the migrated Portal solutions.

J.11.7 END GOAL: WORKFLOW (G5)

1. The end goal of the Workflow portion of the CAR CORE implementation is to provides a capability for managing repetitive processes and tasks which occur in a particular order that caters for the CCT requirements.
2. Provides the ability for both information technology and business departments to model, configure and administrate workflows.
3. Integrates with the organisation and employee information including delegation of authority required within the workflow engine to ensure real-time dynamic integration and correct work allocation.

J.11.8 Proposed Future Architecture: Workflow (G5)

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: WF –Workflow	License in TABLE J.15.1: SAP BTP Enterprise Agreement Figure 1 Element: Workflow Management Build Process Automation

J.11.8.1 Release 1 – Technical Upgrade (Default Approach)

For Release 1, the expectation is to perform a technical upgrade on a like-for-like basis, converting the existing SAP ECC6 workflow functionality to the corresponding SAP S/4HANA capabilities. Below are some key items for consideration.

- a. **Workflow:** Transition to SAP workflows.
 - i. Tenderers must provide separate cost estimates for the following two implementation options:
 - (1) Migrating and remediating the current workflows in Release 1; AND

(2) Transitioning to Flexible Workflows in either Release 1 OR Release 2. Both release options must be separately costed.

ii. Where the transition to Flexible Workflows is implemented in Release 2, tenderers must ensure full continuity of workflows in Release 1 through remediation activities.

iii. The final decision on the implementation timing of Flexible Workflows will be confirmed during the design workshops.

- b. **Cloud Solution Workflows:** Develop workflows on cloud solutions and integrate these with SAP My Fiori Inbox.
- c. **Journals:** Retain or remediate the custom four-level workflow that supports standard and mass journal processing. Mass journals are applicable to GL accounts and Accounts Receivable accounts.
- d. **SAP My Fiori Inbox:** Migrate to SAP My Fiori Inbox for cloud solution workflows

J.11.8.2 Post Release 1 – Transformation

After Release 1 – Technical Upgrade, the expectation is to deliver the Business Requirements Traceability Matrix (BRTM) scope using standard SAP S/4HANA functionality and transition to Flexible Workflows and SAP Build Process Automation, if not implemented in Release 1.

- a. **Flexible Workflow:** Migrate to Flexible Workflows and SAP Build Process Automation.
- b. **SAP My Fiori Inbox:** Migrate to SAP My Fiori Inbox.
- c. **Case Management-related Workflows:** Rebuild case-related workflows on SAP Enterprise Service Management (ESM) and integrate them with SAP My Fiori Inbox.

J.11.9 END GOAL: MOBILE AND MOBILE FIELD SERVICES (O4)

Provides a comprehensive mobile field services framework that supports a wide range of applications across CCT's infrastructure. Enables seamless integration with the transactional system and supports both online and offline modes, facilitating efficient data capture, team management, and operational workflows for field teams.

1. The end goal of the Mobile and Mobile Field Services portion of the CAR CORE implementation is to provide applications for fields services, self-service and off-site operational activities that operates on mobile devices.
2. Allows for distribution to and management of the provided mobile applications on CCT mobile devices via the Intune Mobile Device Management (MDM) solution from Microsoft 365 which is managed centrally.
3. Includes mobile enabled functionality which are aimed at the general public or external parties that do not always require authentication to access customer self service functions.
4. Ensure business continuity and uninterrupted customer services through ongoing mobile and mobile field services capability considering the change in CCT solution landscape.
5. Migrate and retain current mobile and mobile field services features and functionality.
6. Adherence to CCT IS&T standards including security and access.
7. Scope for the CORE Finance and Operations project is at minimum a replacement of the existing mobile and mobile field services solutions.

J.11.10 Proposed Future Architecture: Mobile and Mobile Field Services (O4)

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP UI5 SAP Agentry / SAP Work Manager	SAP Mobile Solution capability

J.11.10.1 Release 1 – Technical Upgrade (Default Approach)

For Release 1 the expectation is for a technical upgrade, on a like for like basis, to remediate to integrate SAP S/4HANA SAP Cloud solutions deployed in Release 1. Below are some key items for consideration.

- a. **Mobile Solutions:** Migrate current **26 mobile solutions** to work with SAP S/4HANA and SAP Cloud solutions deployed in Release 1.
 - i. **Finance (F1):** 1 mobile solution (SAPUI5 HTML Container)
 - ii. **Plant Maintenance (O1b),** 14 mobile solutions (10 Agentry / 2 Agentry 6.6 / 2 SAPUI5 HTML Container).
 - iii. **Fleet Management (O1d):** 1 mobile solution (SAPUI5 HTML Container)
 - iv. **EPIC Contraventions (O9):** 1 mobile solution (Ionic / AngularJS / HTML Container).
 - v. **Real Estate (O3) including Property Value Chain (O2):** 5 Mobile Solutions (4 SAPUI5 / 1 Agentry).
 - vi. **Revenue Management (F5) and Billing and Invoicing (F6):** 2 mobile solutions (Agentry).
 - vii. **Human Capital Management (HCM) (F14):** 1 mobile solution (SAPUI5 HTML Container)
 - viii. **General:** 1 mobile solution.
- b. **Mobile Devices:** CCT mobile device standard listed in Schedule G.1 – IS&T Standards.
- c. **Deploy SAP Service and Asset Manager (SSAM) and Field Service Management (FSM):**
 - i. The implementation of SSAM and FSM forms part of “Proposed Future Architecture: Asset Management”, as documented under **J.4.4**.
 - ii. The generic requirement for mobile capability is documented under Focus Group Mobile and Mobile Field Services (O4) in the BRTM.
 - iii. The Scope and Requirements for each mobile and mobile field services solutions is documented under the various Focus Groups in the BRTM.
- d. **Mobile and Mobile Field Services Costing:** The expectation is for tenderers to **cost per integration** as per **BRTM tab “Mobile Repository (O4)”**.

J.11.10.2 Release 1 – New Deployment

- a. **Work Manager:** CCT is acknowledging the End of Life of Work Manager.
 - i. Tenderers are requested to provide separate pricing for the pilot of migrating the mobile solution “Corrective Maintenance for Energy” developed in Agentry to **SAP Service and Asset Manager (SSAM)** during Release 1. Catered for under Focus Group “Repairs and Maintenance (O1b)” documented under **J.4.4**.
 - ii. The final decision on implementation timing will be confirmed during the design workshops.
- b. **Deploy SAP Service and Asset Manager (SSAM) and Field Service Management (FSM):**
 - i. The implementation of SSAM and FSM forms part of “Proposed Future Architecture: Asset Management”, as documented under **J.4.4**.
 - ii. The generic requirement for mobile capability is documented under Focus Group Mobile and Mobile Field Services (O4) in the BRTM.
 - iii. The Scope and Requirements for each mobile and mobile field services solutions is documented under the various Focus Groups in the BRTM.

J.11.10.3 Post Release 1 – Transformation

The expectation after Release 1 – Technical Upgrade is to deliver the Business Requirements Traceability (BRTM) scope using standard SAP functionality and transitioning to standard SAP Mobile Solutions.

- a. **Transition to standard SAP Mobile Solutions:** Replace relevant mobile solutions migrated in Release

1 with standard SAP mobile solutions. The deployment of Field Service Management (FSM) and SAP Service and Asset Manager (SSAM) is included in the scope of “Asset Lifecycle Management, Plant Maintenance (O1b), Fleet Management (O1d)” documented after **J.2.3**.

- b. **Finance (F1):** Tenderer must evaluate suitability of FSM and SSAM.
 - i. Provide cost estimate and solution approach per mobile solutions.
 - ii. The final decision on suitability to replace and implementation timing will be confirmed during the design workshops.
- c. **Plant Maintenance (O1b):** The expectation is to migrate to SSAM and FSM.
 - i. Provide cost estimate and solution approach per mobile solution.
 - ii. Decommission the 14 mobile solutions.
- d. **Fleet Management (O1d):** The expectation is to migrate to SSAM and FSM.
 - i. Provide cost estimate and solution approach per mobile solution.
 - ii. Decommission the 1 mobile solutions.
- e. **EPIC Contraventions:** Will remain on Angular and Ionic with no expectation to replace after Release 1 – Technical Upgrade.
- f. **Real Estate including Property Value Chain:** Tenderer must evaluate suitability of FSM and SSAM.
 - i. Provide cost estimate and solution approach per mobile solution.
 - ii. The final decision on suitability to replace and implementation timing will be confirmed during the design workshops.
- g. **Revenue Management (F5) and Billing and Invoicing (F6):** Tenderer must evaluate suitability of FSM and SSAM.
 - i. Provide cost estimate and solution approach per mobile solution.
 - ii. The final decision on suitability to replace and implementation timing will be confirmed during the design workshops.
- h. **Human Capital Management (HCM) (F14):** Tenderer must evaluate suitability of FSM and SSAM.
 - i. Provide cost estimate and solution approach per mobile solution.
 - ii. The final decision on suitability to replace and implementation timing will be confirmed during the design workshops.
- i. **General:** Tenderer must evaluate suitability of FSM and SSAM.
 - i. Provide cost estimate and solution approach per mobile solution.
 - ii. The final decision on suitability to replace and implementation timing will be confirmed during the design workshops.

J.11.11 END GOAL: CASE MANAGEMENT (O5)

1. The end goal of the Case Management portion of the CAR CORE implementation is to provide an integrated solution that facilitate the CCT’s complex processes that requires a combination of human tasks and electronic workflow, enabled through workflow, collaboration, storage of images and content, decisions, and processing of electronic files which aim to improve the execution of these complex processes aligned to expected delivery timelines.
2. Facilitates a collaborative process between all stakeholders required to execute these complex processes through automation of repetitive tasks to optimises resource allocation and improves resource efficiency, reduce operational expenses, and maximise the value delivered. The goal is to enhance efficiency and productivity by reducing manual work, minimising errors, and improving response times.
3. The setup of the new Core case management capability must integrate seamlessly with all other Core modules as well as Edge applications.
4. The new system needs to be auditable by external and internal auditors; there must be a full audit trail

with all transactions referenced to source documentation.

5. Summation of process execution that provides one version of the truth with the ability for more meaningful, flexible, user-friendly reporting and dash boarding.
6. Key legislative and governance specific requirements and CCT policies must be catered for in the new system.

J.11.12 Proposed Future Architecture: Case Management (O5)

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 SAP ECC Case Management	License in TABLE J.15.1: SAP S/4HANA Enterprise Management for Professional use SAP S/4HANA Enterprise Management for Productivity use SAP S/4HANA Enterprise Management for Functional use
SAP System: ECC6 PSRM Case Management (Deployed on separate landscape)	Figure 1 Element: Folders Management License in TABLE J.15.1: SAP Enterprise Service Management Figure 1 Element: Enterprise Service Management (ESM)

J.11.12.1 Release 1 – Technical Upgrade (Default Approach)

- a. For Release 1 the expectation is for a technical upgrade, on a like for like basis, case solutions. Below are some key items for consideration.
- b. **ECC6 Case Solutions:** Migrate current 7 ECC6 case solutions to SAP S/4HANA Folders Management and remediate to work with SAP S/4HANA and SAP Cloud solutions deployed in Release 1.
- c. **PSRM Case Solutions:** The expectation is to retain 14 PSRM case solutions for Release 1 and remediate to integrate with SAP S/4HANA.
- d. **Case Solution Costing:** The expectation is for tenderers to **cost per case solution** as per **BRTM tab “Mobile Repository (O4)”**.

J.11.12.2 Post Release 1 – Transformation

The expectation after Release 1 – Technical Upgrade is to deliver the Business Requirements Traceability (BRTM) scope using standard SAP functionality and transitioning to Enterprise Service Management (ESM).

a. Folders Management Case Solution: Transition to Enterprise Service Management.

- i. Tenderers are requested to provide separate cost estimates for two options for implementation:
 - (1) Retaining Folders Management as the case management solution; AND
 - (2) Greenfield implementation of Enterprise Service Management (ESM) in Release 2 for case management and migration of the SAP S/4HANA Folders Management case solutions migrated in Release 1.
- ii. The final decision on implementation transition approach for Folders Management case solutions will be confirmed during the design workshops.

b. PSRM Case Solution: Transition to SAP S/4HANA case solutions.

- i. Tenderers are requested to provide separate cost estimates for two options for implementation:
 - (1) Rebuild SAP PSRM case solutions on SAP S/4HANA Folders Management; AND
 - (2) Rebuild SAP PSRM case solutions on Enterprise Service Management (ESM) in either Release 1 or Release 2. Both release options are to be costed.
- ii. The final decision on implementation transition approach for PSRM case solutions will be confirmed during the design workshops.

- c. **C Case Solution Costing:** The expectation is for tenderers to **cost per case solution** as per BRTM tab “Mobile Repository (O4)”.

J.11.13 END GOAL: SECURITY AND AUTHORISATION MANAGEMENT (O6)

1. The end goal of the Authorisations portion of the CAR CORE implementation will be to facilitate CCT user access to SAP on-premise and cloud-hosted solutions.
2. Facilitates a collaborative process through functionality that provides for security design, role redesign, user provisioning, GRC integration, and audit readiness process.
3. Provide digital platform that streamlines monitoring, logging, and reporting for ongoing security governance and improve system measurement procedure for license audit requirements
4. Provide ability to optimise CCT access management by redesigning user access, based on current SAP role definitions and user-to-role allocations.
5. Position CCT to be able to use SAP tools that makes license measurement more accurate.
6. To uphold SAP governance standards in collaboration with the functional teams whilst applying SAP user access framework and role matrix for CCT authorisations.
7. Key legislative and governance specific requirements and CCT policies must be catered for in the new system to allow for all statutory and operational reporting.

J.11.14 Proposed Future Architecture: Security and Authorisation Management (O6)

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6 System: GRC – Governance, Risk and Compliance a. Access Control b. Process Control c. Risk Management	On-Premise SAP S/4HANA License in TABLE J.15.1: SAP Access Control for SAP S/4HANA SAP Risk Management for SAP S/4HANA SAP Process Control for SAP S/4HANA Figure 1 Element: Identity Access & Governance
	Cloud Solutions License in TABLE J.15.1: SAP BTP Enterprise Agreement - SAP Cloud Identity Services (including Identity Authentication Service (IAS) Identity Provisioning Service (IPS)) SAP Cloud Identity Access Governance (IAG) Figure 1 Element: Identity Access & Governance
	License in TABLE J.15.1: SAP Secure Login Service for SAP GUI Figure 1 Element: SSO & Secure Login Service Access Control
Not in use	On-Premise SAP S/4HANA License in TABLE J.15.1: SAP Audit Management for SAP S/4HANA

J.11.14.1 Release 1 – Technical Upgrade (Default Approach)

For Release 1 the expectation is for retrofit of current SAP roles for SAP S/4HANA and Cloud Solutions implemented in Release 1. Below are some key items for consideration.

a. Retrofit Roles:

- iii. **Analyse Current:** The expectation is analysis of current access including role inventory, T-code usage, portal access, SU24 checks, and custom code authorization reviews.

- iv. **Future State Access Blueprint:** Define the SAP S/4HANA and Cloud solution roles with relevant Segregation of Duties (SOD) including access to Fiori and Portal solution deployed in Release 1.
- v. **Set-up Access:** The expectation is set-up new roles and access in the SAP S/4HANA and Cloud solutions rolled out in Release 1.

- b. **Process Control and Risk Management:** Re-configured in S/4HANA embedded functionality.
- c. **SAP Cloud Identity Access Governance (IAG):** Greenfield implementation to enable connectivity to applications hosted in the cloud.
- d. **HR Driven Provisioning from Microsoft Entra ID:** SAP IDM is End-of-Life December 2027 with SAP ECC. Mitigation is to use HR Driven Provisioning from Microsoft Entra ID which is available as Like-for-Like as interim solution till Identity Lifecycle Management (ILM) project goes live in December 2028.
- e. **Single Sign-On (SSO):** The expectation is to do Single Sign-on (SSO) in scope of this project.

J.11.14.2 Post Release 1 – Transformation

The expectation after Release 1 – Technical Upgrade is to set-up roles and access for SAP solutions.

- a. **Deployment Option for Audit:**
 - i. Tenderers are requested to provide cost estimate for Greenfield implementation of SAP Audit Management.
 - ii. The final decision on implementation timing of Build Work Zone for SAP Audit Management will be confirmed during the design workshops.
- b. **Integrate with Identity Lifecycle Management (ILM)** solution that CCT is going to market for in second half of 2026.

J.12 RECORDS LIFECYCLE MANAMGENT

Records Management Lifecycle comprises of Focus Groups Records Management (O7) and Archiving (O8) with combined Proposed Future Architecture documented under J.13.3.

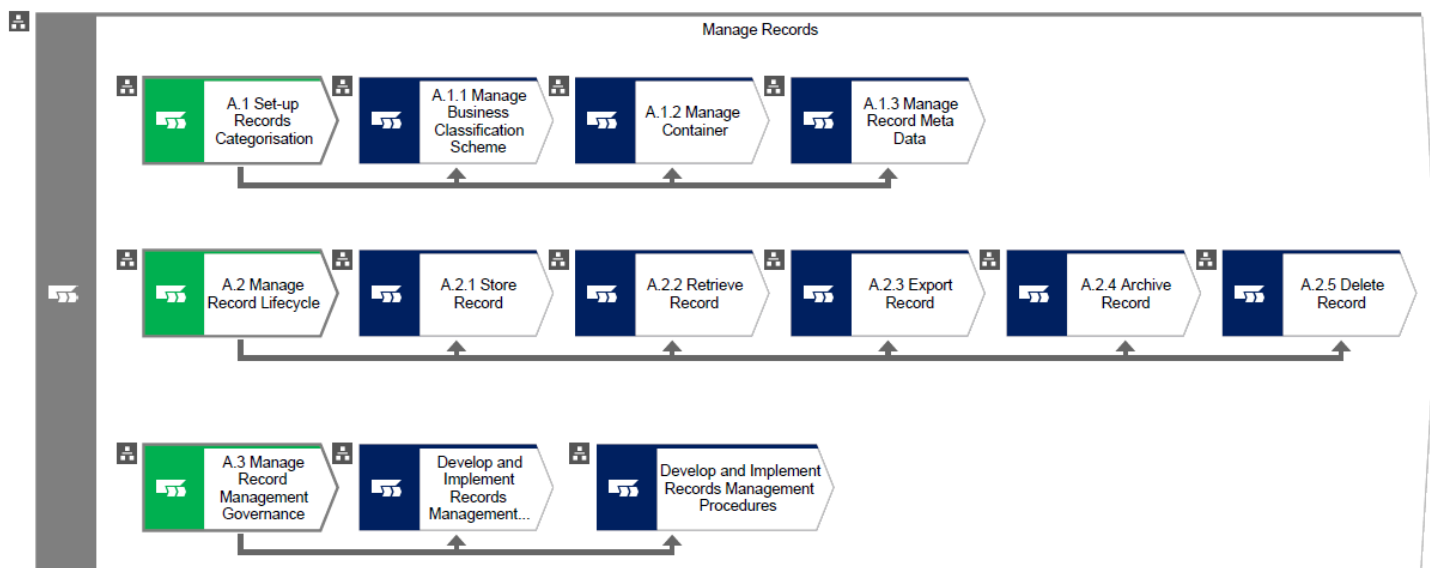
J.12.1 END GOAL: RECORD MANAGEMENT (RM) (O7)

1. The end goal of the Records Management portion of the CAR CORE implementation is to enable the City to manage the complete lifecycle of digital records in a structured, compliant, and efficient manner.
2. Facilitates a collaborative process through functionality that aligns with the Municipal Finance Management Act (MFMA), National and Provincial Archives and Records Service Acts, and other applicable legislation governing public sector information governance and data protection ensuring CCT records are stored in an organised way, accessible, and protected. The Records Management system will be officially approved by Provincial Archives and Records Services.
3. Provides a digital platform to define for CCT a centralised Standard File Plan with a structured mechanism that dictates how records are organised, stored, managed and disposed of within CCT and enable share of this file plan with other systems within CCT. The file plan should also cater for non-SAP records to be declared. The indexing information that points to the actual records are stored in the decentralised systems were records are managed as in-place records management.
4. Enables the categorisation of records according to municipal functions and regulated retention schedules, ensuring that documents are archived, retained, or destroyed in accordance with legal and regulatory requirements. It supports version control, access rights management, and audit trails for all records-related activities, ensuring accountability, traceability, and data integrity.
5. Supports Integration with other functions that include but are not limited to document management, legal and compliance, contract management, human resources, council administration, and financial systems that allows records to be managed directly within operational workflows, reducing duplication and ensuring that the latest versions of records and documents with electronic signatures are readily accessible when needed.

J.12.2 END GOAL: ARCHIVING (O8)

1. The end goal of the Archiving portion of the CAR CORE implementation is to enable the City to manage the complete lifecycle of digital records in a structured, compliant, and efficient manner enabling long-term data storage and retention, and retrieval.
2. Facilitates a collaborative process through functionality that aligns with the Municipal Finance Management Act (MFMA), National and Provincial Archives and Records Service Acts, and other applicable legislation governing public sector information governance and data protection ensuring CCT archiving data and records are stored in an organised way, accessible, and protected. The Archiving system will be officially approved by Provincial Archives and Records Services.
3. Provides a digital platform that integrates with SAP HANA and Records Management, access to archived data and records and a structured mechanism to move records to archive and disposed of within CCT

Below Records Management Lifecycle on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).



J.12.3 Proposed Future Architecture: Records Lifecycle Management

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
Records Management on SAP System: ECC6	License in TABLE J.15.1: SAP S/4HANA Enterprise Management for Professional use SAP S/4HANA Enterprise Management for Productivity use SAP S/4HANA Enterprise Management for Functional use
Records Management on PSRM that is a separate deployed instance from SAP ECC	Figure 1 Element: Folders Management Remain in PSRM NetWeaver 7.4 for Release 1
	On Premise License in TABLE J.15.1: SAP Extended Enterprise Content Management by OpenText for S/4HANA
	Figure 1 Element: Records Management
No current archiving solution apart from utilisation of SARA and ADK	On Premise

	License in TABLE J.15.1: SAP Archiving and Document Access by OpenText for S/4 HANA Figure 1 Element: Archiving
No current archiving solution apart from utilisation of SARA and ADK	License in TABLE J.15.1: SAP Information Lifecycle Management for SAP S/4HANA Figure 1 Element: SAP Information Lifecycle Management

J.12.3.1 Release 1 – Technical Upgrade (Default Approach)

For Release 1 the expectation is for a technical upgrade of SAP ECC records management functionality, on a like for like basis, and continuation of SAP Public Sector Records Management (PSRM) that is a separate deployed instance from SAP ECC. Below are some key items for consideration.

- a. **PSRM Records Management:** Transition to future records management capability.
 - i. Tenderers are requested to provide separate cost estimates for two options for implementation:
 - (1) Retain and remediate PSRM NetWeaver 7.4 Case and Records Management solution to integrate with S/4HANA for Release 1; AND
 - (2) Greenfield implementation of Opentext Extended Enterprise Content Management for either Release 1 or Release 2. Both release options must be separately costed.
 - ii. Where transition to Opentext Extended Enterprise Content Management is implemented in Release 2, tenderers must ensure full continuity of PSRM NetWeaver 7.4 Case and Records Management solution in Release 1 through remediation activities.
 - iii. The final decision on implementation timing of Opentext Extended Enterprise Content Management for Records Management will be confirmed during the design workshops.
- b. **ECC Records Management:** Migrate and remediate to S/4HANA Folders Management as part of the technical upgrade.
- c. **Archive Solution:** Deploy archive solution for CCT and archive in Release 1.
 - i. Greenfield deployment of SAP Archiving and Document Access by OpenText for S/4 HANA which include installing SAP Add-Ons, installing archive server, creating content repositories on archive server, setting up archive connections, defining document types and maintaining links with the content.
 - ii. Archive Current SAP solutions data: The expectation is not to migrate all data in the current SAP solutions and **to archive the data not migrated** as per the guidelines in the CCT Data Archiving Framework that will be provided at the start of this project.
 - iii. Set-up and configure for Archiving in SAP S/4HANA and SAP Cloud Solutions: The expectation is to configure SAP solutions to archive as per the per the guidelines in the CCT Data Archiving Framework that will be provided at the start of this project.
- d. **Migrate ECC Archive Files:** The expectation is to migrate the current SAP archive files to the OpenText Archiving and Document Access by OpenText.
- e. **Set-up of Retention Rules in SAP S/4HANA:** The expectation is to configure retention rules using SAP Information Lifecycle Management (ILM) for SAP S/4HANA. The number of archiving objects will be confirmed during Detailed Design.
- f. **Set-up of Retention Rules in Cloud Solutions:** The expectation is to configure retention rules for SAP Cloud solutions deployed in Release 1. The number of applicable archiving objects will be confirmed during Detailed Design.
- g.

J.12.3.2 Post Release 1 – Transformation

The expectation after Release 1 – Technical Upgrade is to deliver the Business Requirements Traceability (BRTM) scope using standard functionality in the Records Management solution through greenfield implementation.

- a. **PSRM Records Management:** If the decision is made to retain SAP PSRM in Release 1, the expectation is to migrate to OpenText Extended Enterprise Content Management and decommission PSRM. The decommissioning of PSRM will be performed by the CCT Basis team.

- b. **Set-up of Retention Rules in Cloud Solutions:** The expectation is to configure retention rules for SAP Cloud solutions deployed after Release 1. The number of applicable archiving objects will be confirmed during Detailed Design.

J.13 EMERGENCY POLICING INCIDENT CONTROL CONTRAVENTIONS

There are two categories of Emergency, Policing and Incident Control (EPIC) solutions within CCT.

1. EPIC Contraventions solution:

- a. The EPIC Contravention solution comprises of the following components:
 - i. **EPIC Contravention Case:** The case solution is developed in SAP ECC case management.
 - ii. **EPIC Contraventions Mobile:** Solution developed with Angular and Ionic.
 - iii. **EPIC Contraventions Portal:** Solution developed with UI5 for case representation.
- b. The EPIC Contraventions mobile solution integrates with the EPIC Incident Management solution.
- c. The EPIC Contraventions Case solution in SAP ECC forms part of Environment: Enterprise Resource Planning (ERP) listed in Table L.3.2 Current SAP Environments.
- d. **The EPIC Contraventions case solution, EPIC Contraventions mobile solution and EPIC Contraventions portal solutions are in scope of this project.**
- e. CCT made the decision to also include the EPIC Contraventions scope as optional in this tender to provide CCT the ability to make decision on transitional plan for EPIC contraventions at a later stage.

2. EPIC solution NOT in scope:

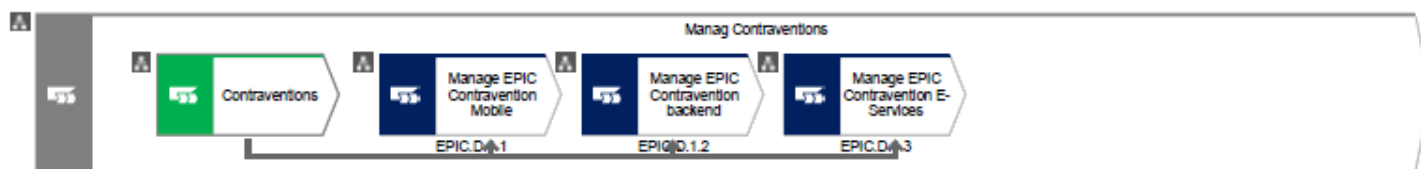
- a. The EPIC solution comprises of the following components
 - i. **EPIC Customer Relationship Management:** Deployed on Environment: EPIC Customer Relationship Management (CRM) listed in Table L.3.2 Current SAP Environments.
 - ii. **EPIC Investigative Case Management:** Deployed on Environment: EPIC Incident Case Management (ICM) listed in Table L.3.2 Current SAP Environments.
 - iii. **EPIC Mobile:** Deployed on Environment: EPIC Mobile listed in Table L.3.2 Current SAP Environments.
 - iv. **EPIC Business Intelligence:** Deployed on Environment: EPIC Business Intelligence (BI) listed in Table L.3.2 Current SAP Environments.
- b. The **above 4 EPIC solution components are out of scope of this project** as CCT is going to market for a separate EPIC tender to replace the current 4 EPIC solutions.
- c. CCT made the decision to also include the EPIC Contraventions scope as optional in the EPIC tender to provide CCT the ability to make decision on transitional plan for EPIC contraventions at a later stage.

J.13.1 END GOAL: EMERGENCY POLICING INCIDENT CONTROL CONTRAVENTIONS (O9)

1. The end goal of the EPIC Contraventions portion of the CAR CORE implementation is to implement an end-to-end, city-wide, in-house By-Law and Traffic Contravention solution, which provisions field officers with a mobile application for the electronic issuing of contraventions notices.
2. Provide a mobile solution to capture EPIC contraventions in the field with ability to print contraventions notices; and integration with case management solution.
3. Provide a digital and adaptable platform that integrates with the mobile solution to manage notices and summons throughout its life cycle, from issuing to notice or summons finalization and capability that streamline data collection, analysis and reporting.

4. Real time integration between various internal and external solutions in the solution landscape facilitating EPIC Contraventions.
5. Facilitates a collaborative process between all stakeholders and solutions that enables synchronisation of information between mobile and case management solution components.

Below Manage Contraventions on a Page with Level 1 to Level 3 activities. Notation: Level 1 (Grey blocks), Level 2 (Green blocks) and Level 3 (Blue blocks).



J.13.2 Proposed Future Architecture: Emergency, Policing and Incident Control Contraventions

The anticipated future SAP Modules (Licenses) for this Implementation Component (Focus Group) is listed below:

Current SAP Modules (Licenses)	Proposed SAP related licenses
Reference: TABLE I.1: Core Project Functional Focus Groups and Current SAP Modules (Licenses)	Reference: TABLE J.15.1: Proposed Future SAP Licenses Reference: Figure 1 Proposed (Possible) End-State Architecture
SAP System: ECC6	Catered for under Focus "Case Management (O5)"
SAP ECC Case Management	
Angular and Ionic	Catered for under Focus Group "Mobile and Mobile Field Services (O4)"

Release 1 – Technical Upgrade (Default Approach)

For Release 1 the expectation is for a technical upgrade, on a like for like basis, to convert the existing SAP ECC6 functionality to corresponding S/4HANA capabilities. Below are some key items for consideration.

- a. **Mobile Solutions:** Migration of current mobile solutions Included in the technical upgrade scope of "Mobile and Mobile Field Services (O4)" under **J.11.10**.
 - a. Tenderers are requested to provide separate cost estimate to upgrade the Angular and Ionic EPIC Contraventions Mobile Solution to latest version of Angular and Ionic.
 - b. Costing for EPIC Contravention mobile solution must be included on Price Schedule 3.
- b. **Case Solutions:** The expectation is migration to SAP Folders Management. Included in the technical upgrade scope of "Case Management (O5):" under **J.11.12**.
 - a. Costing for EPIC Contravention case solution must be included on Price Schedule 3.
- c. **Integrate Mobile Epic Contravention Solution:** Remediate to integrate the EPIC Contraventions Mobile solution developed in Non-SAP Angular and Ionic with SAP S/4HANA.
- d. **Fiori:** No adoption of Fiori.
- e. **Reporting:** Migration of current reports in SAP ECC and SAP BW included in the technical upgrade scope of "Reporting, Data and Analytics (G3)" documented under **J.11.4**. Costing for EPIC Contravention reports must be included on Price Schedule 3.
- f. **Workflow:** Included in the scope of Focus Group "Workflow (G5)" documented under **J.11.8**. Costing for EPIC Contravention workflow must be included on Price Schedule 3.
- g. **Records Management:** Included in the scope of Focus Group "Records Management (O7)" documented under **J.12.2**.
- h. **Archiving:** Included in the scope of Focus Group "Archiving (O8)" documented under **J.12.4**.

Post Release 1 – Transformation

There is no scope after Release 1 – Technical Upgrade.

J.14 PROPOSED SOLUTION ARCHITECTURE FOR CCT SAP

The CORE Plus project will provide the current SAP Solution Architecture Blueprint as input to the Planning and Design activities at the beginning of the project.

This blueprint contains:

1. **Business Architecture:** Provides a structured, high-level view of the various activities within specific functional area that contribute to delivering a service.
2. **Document Requirements:** Understanding the value chains promotes the gathering and documentation of accurate system requirements including dependencies and operational check-points and intersections. Value chain highlights possible overlaps or duplication of functionality.
3. **Architecture Overview:** Provides a high-level view of the system's structure, detailing the relationships and integrations between components and how they work together to meet business objectives.
4. **System Components:** Defines the main components of the system, including software modules, hardware, networking components, databases, third-party integrations, and how they interact, ensuring that all parts of the system are compatible and work together seamlessly. This would include variations for cloud solutions (Infrastructure as a Service – IaaS, Platform as a Service – PaaS, Software as a Service – SaaS)
5. **Technical Requirements:** Specifies the technical guidelines, standards, protocols, and technologies that will be used, ensuring consistency and compatibility across the solution. Also includes deployment approach and considerations.
6. **Data Diagrams:** Defines data objects linked to system components and system components with prioritisation that guides data cleansing and data migration.

One of the key deliverables at the end of the Design phase is the **Solution Architecture Blueprint** as indicated under **Table K.1.5** CAR Project Management Methodology Deliverables: Detail Design, Functional and Technical.

The expectation is for Tenderer to complete the Solution Architecture Blueprint in the CCT tool and template aligned with clause K.3.3 Multi-layer Architecture that includes the **Multi-layer Architecture Modelling Method in Figure K.3.3**.

J.15 PROPOSED SAP LICENSES FOR CCT

The proposed SAP related licenses as included in the CORE Plus License Tender that went to market separately from this tender.

TABLE J.15.1: Proposed Future SAP Licenses

1. SAP S/4HANA Enterprise Management

Enterprise Management

1	SAP S/4HANA Enterprise Management for Professional use

- 2 SAP S/4HANA Enterprise Management for Productivity use
- 3 SAP S/4HANA Enterprise Management for Functional use
- 4 SAP S/4HANA Developer Access
- 5 SAP S/4HANA Enterprise Portfolio and Project Management, professional
- 6 SAP S/4HANA Enterprise Portfolio and Project Management, standard
- 7 SAP Real Estate Management for SAP S/4HANA, residential property management option

Utilities

- 8 S/4HANA Utilities for customer engagement, enterprise edition
- 9 SAP S/4HANA for energy utilities bill-to-cash management
- 10 SAP S/4HANA for energy utilities meter data management and operations
- 11 SAP S/4HANA for water utilities bill-to-cash management
- 12 SAP S/4HANA for water utilities meter data management and operations
- 13 Prepayment for utilities for SAP S/4HANA

Asset Management

- 14 SAP Spatial Asset Management for SAP S/4HANA

Payroll

- 15 SAP H4/S4 (NOT AVAILBE)

Other

- 16 SAP Data Services, enterprise edition
- 17 SAP Information Lifecycle Management for SAP S/4HANA
- 18 SAP Interactive Forms by Adobe

Governance and Compliance

- 19 SAP Process Control for SAP S/4HANA
- 20 SAP Risk Management for SAP S/4HANA
- 21 SAP Audit Management for SAP S/4HANA
- 22 SAP Access Control for SAP S/4HANA

Environmental, Health and Safety

- 23 SAP S/4HANA for EHS environment management

2. Human Capital Management

- 1 SAP SuccessFactors Payroll
- 2 SAP SuccessFactors Employee Central, core HR
- 3 SAP SuccessFactors Employee Central, core HR Functional Use
- 4 SAP SuccessFactors Time Tracking
- 5 SAP SuccessFactors Recruiting
- 6 SAP SuccessFactors Onboarding
- 7 SAP SuccessFactors Learning
- 8 SAP SuccessFactors Performance & Goals
- 9 SAP SuccessFactors Career and Talent Development
- 10 SAP SuccessFactors Compensation
- 11 SAP SuccessFactors HXM Suite additional test tenant in preview environment

3. Travel & Expense Management

- 1 SAP Concur Travel Expense

4. Spend Management

- 1 SAP Strategic Procurement
- 2 SAP Ariba Supplier Risk
- 3 SAP Ariba Spend Control tower
- 4 SAP Business Network Commerce Automation
- 5 SAP Ariba Buying for SAP S/4HANA
- 6 SAP Ariba Catalog

5. Service Management

- 1 SAP Service Cloud Version 2
- 2 SAP Service Cloud Version 2, utilities add-on
- 3 SAP Self-Service Accelerator for Utilities by SEW, cloud edition
- 4 SAP Sales Cloud and SAP Service Cloud Version 2, limited use
- 5 SAP Sales Cloud and SAP Service Cloud Version 2, test tenant

6 SAP Enterprise Service Management

6. Business Technology Platform

- 1 SAP BTP Enterprise Agreement
- 1.1 SAP BTP ABAP environment
- 1.2 SAP Audit Log Service
- 1.3 SAP Automation Pilot
- 1.4 SAP Business Application Studio
- 1.5 SAP BTP, Cloud Foundry Runtime
- 1.6 SAP Cloud Identity Services
- 1.7 SAP Continuous Integration Delivery
- 1.8 SAP Credential Store
- 1.9 SAP Job Scheduling Service
- 1.10 SAP Build
- 1.11 SAP Build Apps
- 1.12 SAP Build Code
- 1.13 SAP Build Process Automation
- 1.14 SAP Build Work Zone advanced edition
- 1.15 SAP Task Center
- 1.16 UI5 flexibility for key users
- 1.17 SAP Mobile Services
- 1.18 SAP Print Service
- 1.19 SAP Document Management service, integration option
- 1.20 SAP Forms Service by Adobe
- 1.21 Joule Premium for Human Capital Management
- 1.22 Joule Premium for Supply Chain
- 1.23 Joule Premium for Customer Service

- 1.24 Joule Premium for Financial Management
- 2 SAP Integration Suite, premium edition
- 3 SAP S/4HANA Cloud for access control, private edition

7. Business Data Cloud

- 1 SAP Business Data Cloud
- 2 Customer Managed Data Products
- 3 Cloud ERP Intelligence Private
- 4 People Intelligence

8. Asset Management

- 1 SAP Field Service Management
- 2 SAP Field Service Management, test tenant
- 3 SAP Crowd Services
- 4 SAP Business Network Asset Collaboration, premium membership
- 5 SAP Mobile Services
- 6 SAP Asset Performance Management
- 7 Mobile Execution and Dynamic Forms

9. SAP Industry Cloud

- 1 Cloud4Energy

10. Governance and Compliance

- 1 SAP Secure Login Service for SAP GUI
- 2 SAP Cloud Identity Access Governance, standard edition
- 3 SAP Process Control, private cloud edition
- 4 SAP Risk Management, private cloud edition
- 5 SAP Audit Management, private cloud edition

11. Business Transformation Management

- 1 SAP Signavio Process Transformation Manager

2	SAP Signavio Process Insights and Intelligence package
3	SAP Signavio Process Modeller
4	SAP Signavio Process Collaboration Hub
5	WalkMe Digital Adoption Platform
6	WalkMe Premium for Ariba
7	WalkMe for SAP SuccessFactors HCM
8	WalkMe Premium for BTP solutions
9	WalkMe Premium for Finance
10	WalkMe Premium for S/4HANA Private Cloud
11	WalkMe Premium for SAP CX solutions
12	SAP Learning Hub

12. SAP Cloud ERP Private Edition

1	RISE with SAP S/4HANA Cloud, private edition, premium
2	SAP S/4HANA Cloud, Enterprise Portfolio and Project Management, private edition, professional
3	SAP Advanced Financial Closing
4	SAP S/4HANA Cloud for contract, lease, and real estate management, private edition
5	SAP S/4HANA Cloud for Real Estate Management Cloud, residential property mgmt, private edition

Utilities

6	SAP S/4HANA Cloud Private Edition, utilities

Asset Management

7	SAP Spatial Asset Management for S/4HANA private cloud edition

Payroll

8	SAP Payroll Processing, private cloud edition

Other

9	SAP Landscape Transformation Replication Server for SAP S/4HANA Cloud Private Edition
10	SAP Data Services Enterprise, private cloud edition

11 SAP Data Services Enterprise, additional non-productive tier, private edition

12 SAP Information Lifecycle Management, private cloud edition

Environmental, Health and Safety

13 SAP S/4HANA Cloud for EHS workplace safety, private edition

13. Cloud Record Management and Archiving

1 SAP Extended Enterprise Content Management by OpenText, cloud edition, base access option

2 SAP Archiving and Document Access Core by OpenText

3 SAP Archiving and Document Access Core by OpenText, Cloud connector, private edition

4 SAP Archiving and Document Access Core by OpenText, additional storage

14. Perpetual Record Management and Archiving

1 SAP Extended Enterprise Content Management by OpenText for S/4HANA (UPDATED)

2 SAP Archiving and Document Access by OpenText for S/4 HANA (UPDATED)

Annexure K – CCT Implementation Services and Functional Requirements Frameworks

K.1 Introduction

The CAR Programme has developed a comprehensive set of Implementation Service and Functional Requirements frameworks to guide the project execution. This schedule provides Tenderers with these frameworks.

Implementation Service Frameworks refer to the structured set of professional activities and deliverables undertaken to plan, configure, test, deploy, and stabilise a new system or solution whilst ensuring it meets CCT requirements. This must be considered by the Tenderer when responding to the Evaluation Criteria Tenderer Methodology and Approach, Implementation Schedule and Implementation Organisation Structure;

- a) These Implementation Service Frameworks provide a clear overview of CCT's expectations regarding the quality, methodology, and approach to delivering key aspects of the CORE Plus Project; and
- b) Each Implementation Service Framework summarises the key principles, requirements, outcomes as well as roles and responsibilities expected for its focus area. Detailed descriptions and specific requirements for each framework are provided in schedules K.1 to K.8.

Functional Requirements Frameworks for certain CCT Project Dimensions provide a clear overview of CCT's expectation for that project dimensions. This must be considered by the Tenderer when responding with the Tenderer Methodology, Approach and Implementation Schedule;

- a) The Functional Requirements Frameworks are provided in schedules K.9 to K.13; and
- b) For all project dimensions, including these with a Functional Requirement Framework, the CCT Proposed (Possible) End-State Architecture is provided in C.5 Figure C.5.1 and Annexure J – CCT Required End Goals and Proposed Future Architecture.

K.2 CAR Programme Framework List

The table below outlines the Implementation Service and the Functional Requirements Frameworks, their descriptions, and references to supporting schedules.

Framework	Description	Framework Reference
Project Management and Governance	Project management is the process of planning, organising, and managing resources to successfully complete information technology projects. It involves coordinating various activities like scope definition, resource planning, scheduling, cost management, and risk assessment.	Schedule K.1
Change Management including Communications	Build awareness, understanding, and acceptance of change impacts, overcoming resistance and encouraging integration of new practices. Key success factors—such as rapid adoption, reduced support calls, and increased organisational trust—will be continuously assessed and refined for maximum impact.	Schedule K.2
Detail Design, Functional and Technical	Integrated approach to capturing and standardising architecture artefacts across projects, ensuring consistent solution documentation. Establishes a competency to document business information and governs the design, execution, and delivery of projects.	Schedule K.3
Testing	Ensures rigorous validation of critical business processes, requirements, and scenarios. It includes creating detailed user stories, test cases, and test scripts, along with thorough test execution and defect tracking. Key objectives are to confirm solution design alignment, verify controls, ensure comprehensive test coverage, and validate system security and performance across business roles.	Schedule K.4
Training	Outlines the requirements for equipping stakeholders with the knowledge and skills to effectively adopt and use new systems and processes. Facilitate a seamless transition by offering various training options and materials that cover all aspects of the solution's functionality.	Schedule K.5
Data Migration	Provides high-level guidelines on minimum requirements for data migration. Early planning, data cleansing, and alignment with system configuration are essential for effective data migration, supporting CCT's implementation goals.	Schedule K.6
Data Cleansing	Ensures that data is accurate, consistent, and aligned with business rules for migration to new systems, supporting long-term data quality. It involves identifying and correcting data issues while fostering collaboration across stakeholders.	Schedule K.7
Post Go-Live Stabilisation and Acceptance	Ensure stabilisation of solution after go-live, close-out of last non-critical defects and handover to CCT.	Schedule K.8

Records Management	Facilitates a collaborative process through functionality that aligns with the Municipal Finance Management Act (MFMA), National and Provincial Archives and Records Service Acts, and other applicable legislation governing public sector information governance and data protection ensuring CCT records are stored in organized way, accessible, and protected.	Schedule K.9
Archiving	Supports effective data lifecycle management, helping CCT to manage information from creation to retirement. Ensures compliance with data retention laws and regulations and enhances data management practices across CCT.	Schedule K.10
Reporting, Data & Analytics	Enables CCT to leverage reporting, data, and analytics across solution components. Prioritises standard, out-of-the-box reporting tools within each solution and establishes a centralised platform for cross-solution reporting and analytics to meet broader requirements.	Schedule K.11
Workflow	Provides ability to digitise workflows, manage decision outcomes and gain process end-to-end visibility. Solution enable build, run and manage of workflows across the various solution components	Schedule K.12
EPIC Contraventions	To implement an end-to-end, city-wide, in-house By-Law and Traffic Contravention solution, which provisions field officers with a mobile application for the electronic issuing of contraventions notices. And to manage notices and summons throughout its life cycle, from issuing to notice or summons finalisation and collection of fees.	Schedule K.13

Schedule K.1: Framework: Project Management and Governance

K.1.1 Introduction

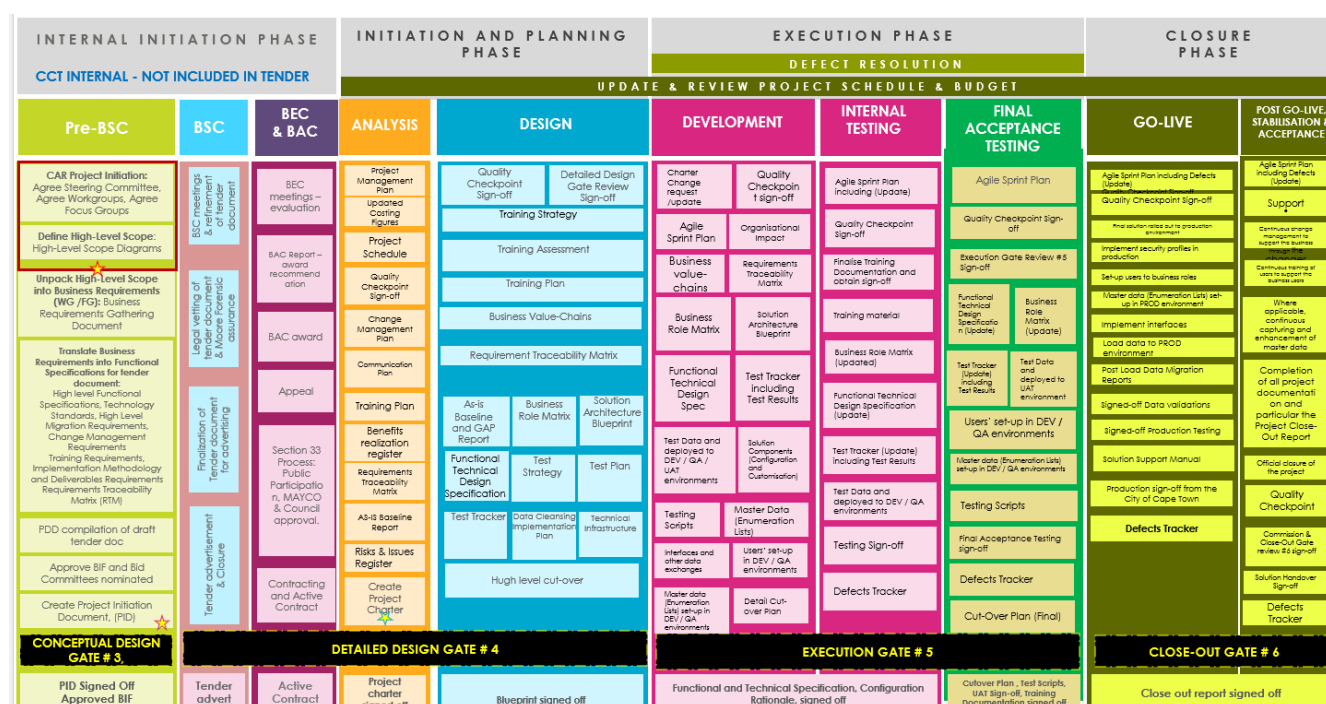
This schedule provides Tenderers with details from the CAR Programme Project Management and Governance Implementation Service framework.

Bidders must align responses related to this schedule with the corresponding framework and annexure and identify any deviations.

K.1.2 Methodology

The CAR Programme adopted the IS&T project management methodology with minor changes with key deliverables as indicated in the diagram below.

Figure K.1.1 CAR Programme Project Management Methodology



The CAR Programme methodology align closely with the SAP Activate methodology as indicated in the table below..

Table K.1.1 CAR Project Management Methodology project phases

Project Phases	Description	SAP Activate Methodology
Initiate and Plan	Identifying the need for a system, defining the project scope, objectives, and requirements, and conducting feasibility studies. Establish project office, complete project management and planning documents. Finalise internal and external resource allocation along with milestone, timelines and detail project plans.	Discover Phase
ANALYSIS (System Investigation and Analysis)	Gathering detailed user requirements and analysing current systems. Finalise the Requirements Traceability Matrix and create Functional Requirements and User Requirements Specification.	Prepare Phase
DESIGN	Determining how the new solution will meet the needs of the stakeholders. Establish the system architecture, designing the user interfaces, databases, features, functions and other components that will meet the specified requirements. Define gaps and document solution in final Functional Technical Specification.	Explore Phase

Project Phases	Description	SAP Activate Methodology
DEVELOPMENT (Configure / Customise / Development / Integration)	Building the system components through configuration (what can be setup) and custom code (where standard function does not fit). Build integrations into other solutions based on the design specifications.	Realise Phase
INTERNAL TESTING	Perform thorough testing (unit, integration, regression, user acceptance and various others) using test scenarios that represent all possible outcomes, to identify and fix defects, ensuring that the system operates as intended and validated against the Business Requirements Traceability Matrix (BRTM), conduct user training, orientation and preparation for transition.	
FINAL ACCEPTANCE TESTING		
GO-LIVE (Implement and Go-Live)	Prepare for solution implementation and move solution to production which includes data migrated from previous solutions and integration with other solutions. Making the system available to users and providing hyper-care support.	Deploy Phase
POST GO-LIVE, STABILISATION & ACCEPTANCE	Ensure availability of solution, address defects and fine-tuning. Final sign-off and benefit realisation.	Run Phase

K.1.3 Quality Assurance

The purpose of a stage gate process is to improve decision making & execution of projects by fostering better planning, collaboration & communication. The CAR programme implements stage gates at various points in the project lifecycle to ensure alignment with CCT Standard Operating Procedures (SOPs). The relevant stage gates for this project as per the CCT Corporate Project, Programme and Portfolio Management (CPPPM) and IS&T indicated in the table below.

Table K.1.2 CAR Project Management Methodology Stage Gates

Stage Gates	Description	Project Phase Preceding Stage Gate
3PPPM Gate 4	Detail Design Gate	DESIGN
3PPPM Gate 5	Execution Gate	FINAL ACCEPTANCE TESTING
3PPPM Gate 6	Clouse-out Gate	POST GO-LIVE, STABILISATION & ACCEPTANCE
Quality Gate 1	Approval of the Project Charter by Business and IS&T Managers. The charter includes timelines, scope, budget, and other key project parameters.	ANALYSIS
Quality Gate 2	Approval of the Solution Architecture Blueprint document.	DESIGN
Quality Gate 3	Build of the solution in the Special Projects Environment.	INTERNAL TESTING
Quality Gate 4	Go-Live approval by ESC Management and SteerCom. Prior to approval, all required governance activities (such as training and FAT) are completed and agreed to Final User Acceptance results achieved.	GO-LIVE
Quality Gate 5	Project closure sign-off. Before closure, a three-month post Go-Live integration and acceptance period is completed, along with handover to the CCT Support team.	POST GO-LIVE, STABILISATION & ACCEPTANCE

K.1.4 Deliverables

The expected artefacts in the **Tables K.1.3 to K.1.10** below are the minimum deliverables expected per project System Development Lifecycle (SDLC) phase and Implementation Services (Project Discipline); and will be the basis for signing off milestones.

The deliverables are grouped per Implementation Services (Project Disciplines) as per the table below.

Table in Schedule K.1	Deliverables
Table K.1.3	Project Management Deliverables

Table K.1.4	Change Management including Communication Deliverables
Table K.1.5	Functional & Technical Deliverables
Table K.1.6	Testing Deliverables
Table K.1.7	Training Deliverables
Table K.1.8	Data Migration Deliverables
Table K.1.9	Data Cleansing Deliverables
Table K.1.10	Post Go-Live Stabilisation & Acceptance Deliverables

The following meaning for Authorised Implementing Agent responsibility against the expected deliverables in the tables below:

- a) **Create** – Authorised Implementing Agent is responsible to create the deliverables with CCT to provide inputs, review and sign-off.
- b) **Update** – Authorised Implementing Agent is responsible to update the deliverables with CCT to create deliverables, provide inputs, review and sign-off.
 - i. Certain deliverables may have been created by the CCT already, like the Business Requirements Traceability Matrix (BRTM) and it is expected of Authorised Implementing Agent to provide review and updates where necessary.
- c) **Review** – Authorised Implementing Agent not responsible to generate the deliverable; but will have to review and update specific inputs of the deliverable.

Table K.1.3 CAR Project Management Methodology Deliverables: Project Management

Implementation Deliverables	Initiate and Plan	System Investigation and Analysis	Design	Configure / Customise / Development / Integration	Internal Testing	Final Acceptance Testing	Implement and GO-Live	Post GO-Live Stabilisation & Acceptance
Project Plan	Create	Update	Update based on Solution Architecture Blueprint	Update	Update	Update	Update	Update
Project Charter	Review							
Project Close-Out Report							Review	Review
Project Costing and Budgets		Update	Update	Update	Update	Update	Update	Update
Project Execution Schedule		Create	Update based on Solution Architecture Blueprint	Update	Update	Update	Update	Update
Risk and Issue Register		Update	Update	Update	Update	Update	Update	Update
Service Provider Payment Schedule		Create	Update	Update	Update	Update	Update	Update
Stage Gates			Update			Update		Update
Quality Gates	Update	Update	Update	Update	Update	Update	Update	Update

Table K.1.4 CAR Project Management Methodology Deliverables: Change Management including Communications

Implementation Deliverables	Initiate and Plan	System Investigation and Analysis	Design	Configure / Customise / Development / Integration	Internal Testing	Final Acceptance Testing	Implement and GO-Live	Post GO-Live Stabilisation & Acceptance
Stakeholder Matrix	Update	Update	Update	Update	Update	Update	Update	Update
Change Readiness Assessment				Update			Update	
End User Impact Assessment				Create			Update	
Organisational Impact Analysis				Create			Update	
Change Management Plan				Update	Update	Update	Update	Update
Communications Plan				Update	Update	Update	Update	Update
Branded Communications				Create	Create	Create	Create	Create
Stakeholder Engagement Plan				Update	Update	Update	Update	Update
Stakeholder Engagement Tracker				Update	Update	Update	Update	Update
CAR Awareness Sessions				Create	Create	Create	Create	Create
Digital Communications				Create	Create	Create	Create	Create
Evaluation Execution and Feedback				Create	Create	Create	Create	Create
Surveys Execution & Feedback				Create	Create	Create	Create	Create

Table K.1.5 CAR Project Management Methodology Deliverables: Detail Design, Functional and Technical

Implementation Deliverables	Initiate and Plan	System Investigation and Analysis	Design	Configure / Customise / Development / Integration	Internal Testing	Final Acceptance Testing	Implement and GO-Live	Post GO-Live Stabilisation & Acceptance
Business Requirements Traceability Matrix (BRTM)	Update	Update	Update	Update				
AS-IS Baseline and Gap Report	Create	Update	Update					
Business Role Matrix			Create	Update	Update	Update	Update	
Solution Architecture Blueprint	Update	Update	Update					
Functional Technical Design Specification (FTDS)		Create	Update	Update	Update	Update		
Technical Infrastructure Design			Create					
Data Cleansing Plan			Create					
Cut-Over Plan			Create	Update		Update	Update	
Master Data (Enumeration List)			Create	Update				
Production Testing Sign-off							Create	
Solution Support Manual							Create	
Production Sign-off							Create	
Solution Handover Sign-off								Create

Table K.1.6 CAR Project Management Methodology Deliverables: Testing

Implementation Deliverables	Initiate and Plan	System Investigation and Analysis	Design	Configure / Customise / Development / Integration	Internal Testing	Final Acceptance Testing	Implement and GO-Live	Post GO-Live Stabilisation & Acceptance
Test Strategy				Update				
Test Plan				Create	Update			
Test Tracker				Create	Update	Update	Update	Update
Defects Tracker				Create	Update	Update	Update	Update
Test Data				Create	Update	Update		
Test Scripts					Create	Update	Update	
Testing Sign-off					Create	Update	Update	
Final Acceptance Testing Sign-off						Create		

Table K.1.7 CAR Project Management Methodology Deliverables: Training

Implementation Deliverables	Initiate and Plan	System Investigation and Analysis	Design	Configure / Customise / Development / Integration	Internal Testing	Final Acceptance Testing	Implement and GO-Live	Post GO-Live Stabilisation & Acceptance
Training Needs Analysis Report				Create				
Training Requirements				Create				
Training and Evaluation Approach				Create		Update		
Training Curriculum				Create				
Training Material				Create	Update	Update	Update	
Training Plan and Schedule				Create	Update	Update	Update	
Training Progress Report				Create	Update	Update	Update	
Training Tracker				Create	Update	Update	Update	

Table K.1.8 CAR Project Management Methodology Deliverables: Data Migration

The Analysis & Discover phase of Data Migration **must be completed together with the Design phase** of the project and **output included in the Solution Architecture Blueprint**.

The Extract & Profile phase is to commence at the same time as Configure / Customise / Development / Integration phase is starting.

Implementation Deliverables	Analysis & Discover	Extract & Profile	Transform & Cleanse	Validate	Load	Reconcile	Implement and GO-Live	Post GO-Live Stabilisation & Acceptance
Data Migration Approach	Create	Update	Update					
Data Migration Scope	Create	Update	Update					
Data Extract Templates		Create	Update	Update				
Data Migrate Rules		Create	Update	Update				
Meta Data and Data Schemas			Create	Update	Update			
Data Load Templates			Create	Update	Update			
Data Loaded in Test Environment				Create	Update	Update		
Data Cut Over Plan				Create	Update	Update	Update	
Data Load in Production					Create	Update	Update	

Implementation Deliverables	Analysis & Discover	Extract & Profile	Transform & Cleanse	Validate	Load	Reconcile	Implement and GO-Live	Post GO-Live Stabilisation & Acceptance
Post Load Data Migration Reports							Create	
Data Validation Sign-off							Create	

Table K.1.9 CAR Project Management Methodology Deliverables: Data Cleansing

The Data Cleansing activities will only commence at the same time as Configure / Customise / Development / Integration phase is starting.

Implementation Deliverables	Analysis & Discover	Extract & Profile	Transform & Cleanse	Validate	Load	Reconcile	Implement and GO-Live	Post GO-Live Stabilisation & Acceptance
Data Schema Compliance Report			Create	Update	Update			
Data Cleansing System Validation			Create	Update	Update			

Table K.1.10 CAR Project Management Methodology Deliverables: Post Go-Live Stabilisation & Acceptance Deliverables

Implementation Deliverables	Initiate and Plan	System Investigation and Analysis	Design	Configure / Customise / Development / Integration	Internal Testing	Final Acceptance Testing	Implement and GO-Live	Post GO-Live Stabilisation & Acceptance
Post Go-Live Stabilisation & Acceptance Approach						Create	Update	Update
Post Go-Live Stabilisation & Acceptance Service Level Agreement						Create	Update	Update

K.1.5 Project Management and Governance Roles and Responsibilities

The roles with their respective responsibilities for Implementation Services Project Management and Governance are listed in the table below.

Table K.1.11 Roles and Responsibilities: Project Management and Governance

Role	Responsibility	CCT	Authorised Implementing Agent
Project Sponsor	- Takes ultimate ownership of the project and is accountable for ensuring delivery of project commitments. - Custodian of the project Benefits and is accountable for their realization. - Signs off all key project milestones with associated deliverables including project closure. - Authorises any change requests to the scope and budget of the project. - Addresses external issues impacting on the project. - Chairs Project Steering Committee and ensure governance compliance. - Ensures that the Steering Committee meets as per the project charter.	Yes	

Role	Responsibility	CCT	Authorised Implementing Agent
Project Steering Committee Member	- Participate in Project Steering Committee meetings. - Provide oversight of project decisions, risks and status. - Review project updates and artefacts from the project management team members; and ensure alignment with business objectives. - Guide project management team members in project decision making as and when required. - Remove roadblocks impacting project delivery. - Uphold governance, terms of reference and meeting conduct.	Yes	
Business Owner	- Provide business leadership and support across functional areas. - Provides business input and assistance with design, testing, training and change management as required.	Yes	
Business Project Manager	- Reports to the Project Steering Committee. - Acts as business counterpart to the Programme Manager / Project Manager. - Ensure alignment between business needs and programme / project delivery. - Participate in identification, analysis and management of project Single Point of Failures (SPOF), Risks and Issues. - Maintains a direct liaison with the IS&T Project Manager and facilitates the communications flow.	Yes	
Programme Manager	Strategic and Planning - Define project controls. - Set-up and prioritise project objectives including Key Performance Indicators (KPI's). - Define responsibilities, work scope and targets for the various work streams. - Ensure scope alignment and overall delivery strategy. - Ensure the project objectives are met. Execution and Coordination - Oversee the Project Management and Governance team and their delivery. - Define end-to-end project life cycle, - Manage the scope of the project and control any changes; - Manage resources across the various work streams. - Ensure adherence to methodology and expected quality standards, delivery and timely completion of artefacts. - Deliver the project on time, within budget, at agreed quality. Risk and Performance Management - Manage risks and issues; and provide direction for resolution. - Escalate issues both within the project and external to the project, as and when required. - Develop and implement risk management plans. - Monitor and evaluate project performance and track Key Performance Indicators (KPI's). - Implement and manage changes to ensure project goals are met. - Produce timely and accurate reports on project status. Stakeholder and Communication Management - Coordinate with project sponsor, team members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication. - Provide regular updates on progress, issues and decisions to relevant governance forums.	Yes	Yes

Role	Responsibility	CCT	Authorised Implementing Agent
Principal Project Manager / Project Manager	Execution and Coordination - Assist with managing the scope of the assigned project work streams and control any changes. - Ensure adherence to methodology and expected quality standards, delivery and timely completion of artefacts. - Identify and escalate delivery issues that may impact on project timeline, budget or standard. Risk and Performance Management - Assist with risks and issues management. - Escalate issues both within the project and external to the project, as and when required; - Implement risk management plans. - Monitor and evaluate project performance and track Key Performance Indicators (KPI's). - Implement and manage changes to ensure project goals are met. - Produce timely and accurate reports on project status Stakeholder and Communication Management - Coordinate with project sponsor, team members and other parties for work streams responsible for. - Maintain strong relationships with stakeholders and ensure clear, transparent communication. - Provide regular updates on project progress, issues and decisions to Programme / Project Manager - Participate in regular updates to relevant governance forums.	Yes	Yes
Project Administrator	Project Support and Management - Provide administrator and coordination support to programme manager and project team. - Assist with project budgeting, including tracking of expenses and managing financial records. - Support risk and issue management activities. Communication and Documentation - Coordinate and schedule project meeting and document meeting minutes. - Produce and coordinate the preparation of project reports to the various governance forums. - Manage and maintain all necessary project documentation templates and documentation on an ongoing basis. - Store all project documentation in its project folder on SharePoint and comply with standards as maintained by the IS&T Programme Office. Organisation and Tracking - Track project deliverables and follow-up on outstanding action items, - Track project milestones including gate reviews.	Yes	Yes
Quality Assurance Lead	Strategic and Planning - Define project quality standards, - Define quality assurance process for project. Execution and Coordination - Lead Quality Assurance team. - Perform quality and governance function; - Guide team members on quality assurance requirements. - Ensure the project quality process is followed and standards are met. - Review and sign-off on project deliverables.	Yes	Yes
Quality Assurance Consultant	Execution and Coordination - Guide team members on quality assurance requirements. - Perform quality and governance function; - Ensure the project quality process is followed and standards are met.	Yes	Yes

K.1.6 Required Competencies and Skills

Qualified Project Management and Governance resources to hold recognized Project Management accreditations and qualifications.

Lead and Principal roles to have 8+ years and other roles 5+ years relevant experience in Project Management and Governance roles.

Qualified Project Management and Governance resources must demonstrate extensive experience in SAP Projects:

1. Project Management Skills and application of Project Management methodology;
2. Experience in SAP Implementation projects;
3. High proficiency in MS Office (MS Projects, Excel, Word, PowerPoint, SharePoint and Teams);
4. Delivering Project Management and Governance deliverables to the highest standards; and
5. Effective interpersonal and communication skills, with ability to engage across all staff levels.

Schedule K.2: Framework: Change Management including Communication

K.2.1 Introduction

This schedule provides Tenderers with details from the CAR Programme Change Management including Communications Implementation Service framework.

The Change Management Framework aims to enable CCT stakeholders to adapt and embrace new systems and processes introduced by the Core Application Refresh (CAR) Programme, and the Core Plus Project. The appointed Authorised Implementing Agent will facilitate this transformation by deploying a comprehensive change management strategy that includes communication before, during, and after the project implementation.

K.2.2 Change Management including Communication Scope

To meet the Change Management including communications objectives and outcomes as outlined in the introduction, the required activities with associated deliverables are documented in the table below. Note the minimum deliverables as defined in Table K.1.4 CAR Project Management Methodology Deliverables: Change Management including Communications.

Table K.2.1 Scope and Activities: Change Management including Communications

#	Scope Item	Activities	Deliverables Details	CCT Change Team	Authorised Implementing Agent Change
1	Stakeholder Management	- Identifying stakeholders across the project, - grouping stakeholders and - classifying stakeholders according to the Impact/Influence Matrix	Stakeholder Matrix updated regularly to include: - Stakeholders contact details and demographics - Stakeholder Grouping - Stakeholder Impact/Influence Matrix analysis and placement	X	X
2	Change Management Strategy, Governance and Frameworks	- Establish Strategic Change Management and Change Communication Frameworks, - Change Management and Communication Strategy - Change Management and Communication Schedule - Identify, Manage and Mitigate Change Risks	Change frameworks Documented and signed off according to CCT Governance feeding into the various deliverables: - Change Readiness Assessment - End User Impact Assessment - Organisational Impact Analysis - Change Management Plan	X	X
3	Stakeholder Communication	Plan and execute communication campaigns	- Communication Plan including a variety of communication types and channels - Branded Communication collateral including presentations, articles, video copy, emails etc. - Digital Communications	X	X
4	Stakeholder Engagement & Interventions	- Change Readiness and Impact Assessments - Project & Programme Forums - Key Stakeholder 1:1 Interviews - Polls & Temperature Checks - Business Engagement - Change Management workshops and dialogues - Culture Change Interventions - Building Change Leadership Capability using existing toolkits and frameworks - Leadership Alignment workshops - Workforce alignment and transition Management	- Stakeholder Engagement Plan - Stakeholder Engagement Tracker - CAR Awareness Sessions - Survey, Poll and Assessment feedback and action plans - Presentations and collation of feedback from workshops, dialogues and other engagements. - Evaluation Execution and Feedback	X	X

#	Scope Item	Activities	Deliverables Details	CCT Change Team	Authorised Implementing Agent Change
5	Build and Manage Change Network	Identify and on-board: • Uber Buddies (Business Change Agents) • Subject Matter Experts • Super Users	• On boarding plan, methodology and material for Change Network groups.	X	

K.2.3 Change Management including Communications Roles and Responsibilities

The Tenderer, though expected to perform as if fully accountable for the Change Management Scope, will collaborate with CCT's CAR Programme Change Management team to align strategy with established frameworks and meet high-quality standards in all deliverables.

The roles with their respective responsibilities for Implementation Services Project Management and Governance in the table below.

Table K.2.2 Roles and Responsibilities: Change Management including Communications

Role	Responsibility	CCT	Authorised Implementing Agent
Change Lead - CCT	Strategic and Planning • Establish Change Management and Communication Frameworks. • Create structured plans and strategies to guide organisation through change. • Oversee development of assessments and surveys. • Plan and coordinate all change management and communications activities ensuring alignment to overall project plan. Execution and Coordination • Lead planning and delivery of the Change Management including Communications for the Project • Implement Change Management including Communications plan. • Monitor and control all change and communications activities to ensure they stay on track. • Oversee the change and communication scope of the project and control any changes; Risk and Performance Management • Support management of change and communication risks and issues; and provide direction for resolution of issues. • Quality-assure change management and communications interventions and align with programme goals. • Produce timely and accurate change management and communications inputs to project reports. Stakeholder and Communication Management • Coach leaders, people managers, and project team members. • Coordinate with members and other parties. • Maintain strong relationships with stakeholders and ensure clear, transparent communication.	Yes	
Change Lead - Authorised Implementing Agent	Strategic and Planning • Contribute to Change Management and Communication Frameworks. • Provide inputs to structured plans and strategies to guide organisation through change. • Develop and execute assessments and surveys; and report results. • Execute change management and communications activities Execution and Coordination • Works in alignment with the CCT Change Lead to deploy the Change Management Strategy and Plan. • Works in alignment with the CCT Change Lead to deploy the Communication Strategy and Plan. • Facilitate change, communication, and workforce transitioning strategies. • Assist with compilation and distribution of Change Communication collateral Risk and Performance Management • Support management of change and communication risks and issues; and provide input for		Yes

Role	Responsibility	CCT	Authorised Implementing Agent
	resolution of issues. - Quality-assure change management and communications interventions and align with programme goals. Stakeholder and Communication Management - Coach leaders, people managers, and project team members. - Coordinate with members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication.		
Change Specialist	- Execute Change activities under the leadership of the Change Lead - Authorised Implementing Agent. - Assist with develop and execute assessments and surveys; - Maintain Stakeholder Matrix and Stakeholder Engagement Tracker.	Yes	Yes
Change Consultant	- Execute Change activities under the leadership of the Change Lead - Authorised Implementing Agent. - Assist with develop and execute assessments and surveys; - Maintain Stakeholder Matrix and Stakeholder Engagement Tracker.		Yes
Communication Specialist / Communication Consultant	- Execute Communication activities under the leadership of the Change Lead - Authorised Implementing Agent - Assist with compilation and distribution of Change Communication collateral.		Yes

K.1.6 Required Competencies and Skills

Qualified Change Management and Communications resources to hold recognized Change Management and Communications accreditations and relevant qualifications.

Lead and Specialist roles to have 8+ years and other roles 5+ years relevant experience in Change Management and Communications roles.

Qualified Change Management and Communications resources must demonstrate experience in at least 3 (three) of the following areas, but working knowledge across all:

1. Organisational Culture Change, Development, and Effectiveness;
2. Stakeholder Engagement, Communication, and Change Measurement;
3. Workforce Transitioning, Resistance Management, and Training Support;
4. Organisational Design and Development;
5. Leadership Development and coaching;
6. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams);
7. Effective interpersonal and communication skills, with ability to engage across all staff levels;
8. Experience in SAP Implementation projects; and
9. Deliver Change Management and Communications deliverables to the highest standards.

Schedule K.3: Framework: Detail Design, Functional and Technical

K.3.1 Introduction

This schedule provides Tenderers with details from the CAR Programme Detail Design, Functional and Technical Implementation Service framework.

The Detail Design, Functional and Technical Implementation Service includes all activities related to design, configuration, customisation and development of the SAP HANA solution components. The activities and roles are categorised in the following categories:

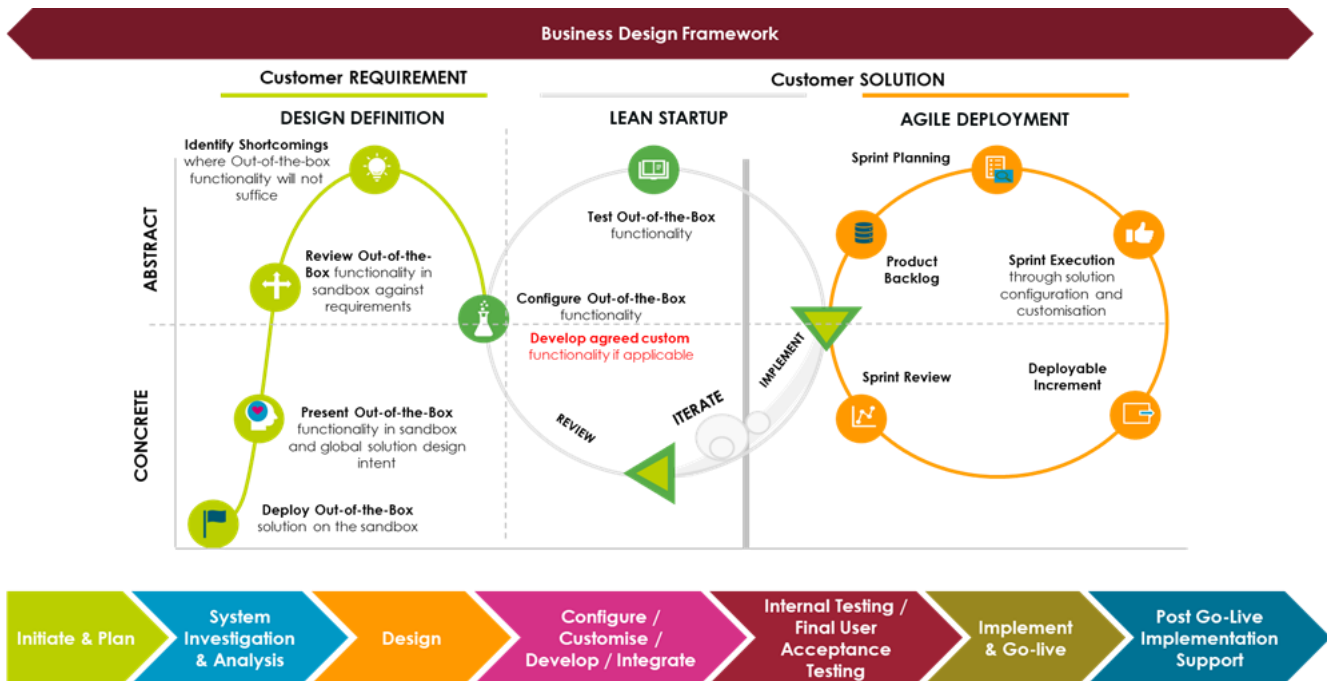
1. **Architecture:** Design and implement SAP that align with business objectives, ensure integration with other systems, and providing strategic guidance on SAP technologies.
2. **Functional:** Translates business requirements and architecture designs into business processes in SAP, configure SAP, develop functional specifications for enhancements and provide ongoing support and maintenance.
3. **Development:** Refers to the creation, adoptions and expansion of applications and functions within SAP system landscape.
4. **Technical:** Developing and implementing customisations and enhancements in SAP, assist with Data migration, system administration and tuning.
5. **Basis:** Management of SAP environment including installation, configuration, monitoring and maintenance.
6. **Integration:** Develop and maintain integration within SAP system landscape and with other systems in order to execute end-to-end business processes, communication and share data.
7. **Cutover:** Responsible for detailed cutover planning, coordination of cross-functional teams during cur-over, performing final data validation and system configuration.
8. **Security and Authorisation:** The set-up and control of user access to SAP functions and data by granting permissions linked to role-based access.

K.3.2 Detail Design, Functional and Technical Framework

The expectation is to architect the CCT SAP HANA solution to align with global solution design intent for enabling business requirements. This implies deploying as far as possible Out-of-the-Box capability and only customise if standard functionality does not cater for business requirements. The anticipated collaborative and iterative approach for Solution Design during the detail design workshops aims to identify shortcomings where standard functionality will not suffice, document the requirement gap and translate functional design to technical design including integration for requirements not met by Out-of-the-Box configuration.

The Business Design Framework in the diagram below depicts on high-level the approach from design of the solution to deployment thereof in production; aligned to the CAR Programme Project Management Methodology.

Figure K.3.1 Business Design Framework



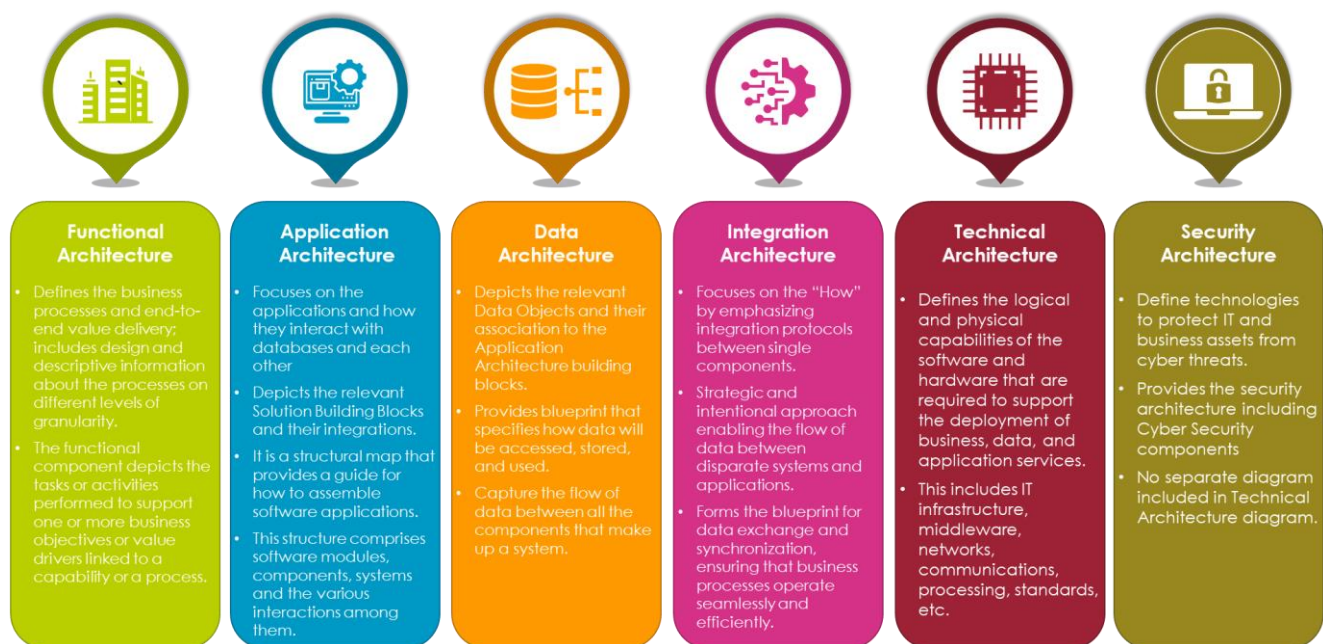
K.3.3 Multi-layer Architecture

The CAR Programme Business Design Framework guide capturing all the artefact components generated within the Architecture Landscape in the Multi-Layer Architecture.

The Tenderer is expected to populate the multi-layer architecture in the CCT tool. The CORE Plus project will provide the current SAP Solution Architecture blueprint as input to the Planning and Design activities.

The components of the Business Design Framework cover all areas of the Architecture landscape as per the diagram below.

Figure K.3.2 Multi-layer Architecture



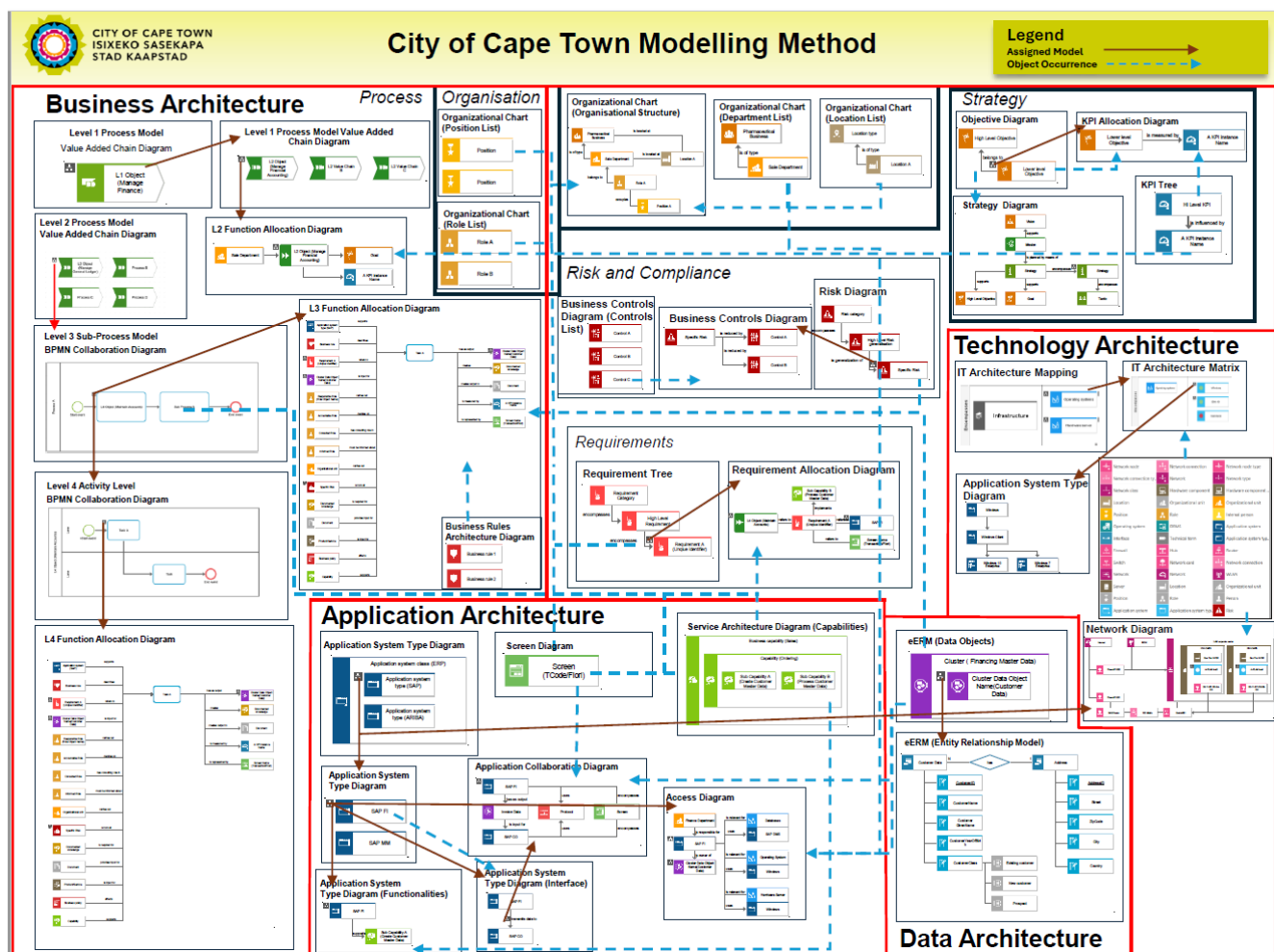
CAR Programme Business Design Framework is designed to generate the Multi-Layer Architecture with the benefits listed below.

1. Comprehensive and integrated approach to solution architecture, describing the structure and function of an enterprise.

- Encompasses all elements of Enterprise Architecture; Business Architecture (process and function), Application Architecture, Information (Data) Architecture, Integration Architecture, Technical Architecture, and Security Architecture.
- Arranged in a logical manner that provides an ever-increasing level of detail about the enterprise and solutions; analysis, design, planning, and implementation.
- Serves as a system-of-record and governance of the City's digital solutions.
- Supports and enables business development and change related to the solutions the organisation depends on.
- Foundational competency that encapsulates methods, tools and standards to collate business information in an integrated manner.
- Promotes the capturing of detailed artefacts generated within architecture layers according to structured templates.
- Provides a mechanism to translate design requirements of the enterprise, linking the current and future architecture.
- Facilitates collaboration with System Implementers (SI's) on specific deliverables in predefined templates. The objective is to standardise solution documentation across projects ensuring uniform architecture documentation.

The CAR Programme multi-layer architecture modelling method depicted in the diagram below with the expectation that it is followed and the CCT adopted tool is updated during the project and CAR Programme multi-layer architecture database is updated as the programme progresses through the project stages.

Figure K.3.3 Multi-layer Architecture Modelling Method



K.3.4 Detail Design, Functional and Technical Roles and Responsibilities

The following table outlines the proposed roles and responsibilities for Detail Design, Functional and Technical.

The Supplier shall be responsible for all SAP Basis and technical activities required to successfully deliver the services and deliverables under this tender. This includes, but is not limited to, technical infrastructure specification requirements, environment preparation including guidance on connectivity, network security and firewall configuration, installation and technical provisioning of SAP environments where applicable e.g. Cloud solutions, system configuration, transport management support, technical troubleshooting, performance-related analysis, integration support, migration support, cutover support, go-live support and post-go-live stabilisation.

The Supplier shall work in collaboration with the Purchaser's internal SAP Basis and Network Security teams to ensure proper knowledge transfer. However, the Supplier remains responsible for ensuring that all technical activities required for the successful delivery of the project are identified, planned, coordinated and completed within the agreed project timelines.

Table K.3.1 Roles and Responsibilities: Detail Design, Functional and Technical

Role	Responsibility	CCT	Authorised Implementing Agent
Architecture			
Architect Lead	Strategic and Planning - Create and develop the Solution Architecture Blueprint. - Oversee end-to-end Architecture for project lifecycle, from planning to deployment. - Plan and coordinate all Architecture activities ensuring alignment to overall project plan. Execution and Coordination - Lead planning and delivery of Architecture activities. - Own the BRTM, manage and control any changes. - Provide inputs to business processes design, taking into consideration to business requirements, National Treasury requirements for mSCOA, Best Practices and SAP Out-of-the-Box processes. - Participate in testing. - Conduct Detail Design Workshops - Participate in Solution Walkthrough sessions. - Support Change Management, Training, Testing and Cutover. Risk and Performance Management - Support the management of risks and issues; and provide direction for resolution. - Quality-assure all Architecture deliverables and align with programme goals. - Provide timely and accurate Architecture inputs to project reports. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication.	Yes	Yes
Solution Architect Specialist / Solution Architect	- Deliver and maintain Solution Design. - Contribute to product roadmaps and strategy definition. - Troubleshoot and resolve SAP-Architecture related issues. - Create and maintain conceptual and architecture blueprints, and technical specifications. - Gather business requirements and keep BRTM updated. - Develop and maintain Architecture documentation. - Design integration within SAP and between SAP and other systems. - Ensure system performance, scalability, and efficiency. - Guide SAP configuration and custom development to meet requirements as defined in BRTM.	Yes	Yes
Data Architect Specialist / Data Architect	- Design and maintain data and analytics architecture. - Develop and standardise data models. - Oversee data management processes. - Ensure data accuracy and security across systems. - Participate in design of integration across SAP and other solutions.		Yes
Functional			
Functional Lead (Overall)	Strategic and Planning - Provide inputs to the Solution Architecture Blueprint. - Plan and coordinate all Functional activities ensuring alignment to overall project plan. Execution and Coordination	Yes	Yes

Role	Responsibility	CCT	Authorised Implementing Agent
	- Lead planning and delivery of Functional activities. - Align the functional scope to BRTM, and participate in change requests. - Review and update business processes taking into consideration all business requirements, National Treasury requirements for mSCOA, Best Practices and SAP Out-of-the-Box processes. - Develop and maintain Functional Design Specifications for configuration, customisations and enhancements. - Configure SAP and support solution maintenance. - Participate in testing. - Conduct Solution Walkthrough sessions. - Support Architecture, Change Management, Training, Testing, Data Migration and Cutover. Risk and Performance Management - Support resolution of Functional risks and issues. - Quality-assure functional deliverables and align with programme goals. - Provide timely and accurate functional inputs to project reports. Stakeholder and Communication Management - Communicate with business and project stakeholders. - Coordinate with other workstreams.		
Functional Analyst Specialist (Principal) / Business Analyst Specialist (Principal)	- Align the functional scope to BRTM, and participate in change requests. - Review and update business processes taking into consideration to business requirements, National Treasury requirements for mSCOA and SAP Out-of-the-Box processes. - Develop and maintain Functional Design Specifications. - Participate in testing. - Conduct Solution Walkthrough sessions. - Support Change Management, Training, Testing, Data Migration and Cutover. - Coordinate with members and other parties.	Yes	Yes
Functional Analyst / Business Analyst	- Review and update business processes taking into consideration to business requirements and SAP Out-of-the-Box processes. - Develop and maintain Functional Design Specifications. - Participate in testing. - Participate in Solution Walkthrough sessions.		Yes
Development			
Development Lead	Strategic and Planning - Provide inputs to the Solution Architecture Blueprint. - Plan and coordinate all Development activities ensuring alignment to overall project plan. - Ensure developments are in line with overall project guidelines Execution and Coordination - Lead planning and delivery of Development activities. - Align development scope to Solution Architecture Blueprint and Functional Design Specifications. - Manage all development requests in context of Solution Architecture Blueprint. - Develop and maintain Technical Design Specifications - Oversee development and unit testing of developments. - Participate in Testing and Solution Walkthrough sessions. - Support Architecture Change Management, Training, Testing and Data Migration Cutover Risk and Performance Management - Support resolution of Development risks and issues. - Quality-assure Development deliverables and align with programme goals. - Provide timely and accurate Development inputs to project reports. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with project stakeholders and ensure clear, transparent communication.	Yes	Yes
Developer Specialist (Principal)	- Provide input to development scope. - Develop and maintain Technical Design Specifications. - Execute development and unit testing. - Participate in testing. - Participate in Solution Walkthrough sessions. - Support Change Management, Training, Testing, Data Migration and Cutover. - Coordinate with members and other parties.	Yes	Yes
Developer / Developer Custom Objects	- Develop and maintain Technical Design Specifications. - Execute development and unit testing of developments. - Participate in testing.	Yes	Yes

Role	Responsibility	CCT	Authorised Implementing Agent
Technical			
Technical Lead	Strategic and Planning - Provide inputs to Solution Architecture Blueprint. - Plan and coordinate all Technical activities ensuring alignment to overall project plan. Execution and Coordination - Lead planning and delivery of Technical activities. - Develop Technical Design Specifications for configuration, customisations and enhancements,. - Develop and implement customisations and enhancements to SAP. - Support Data migration. - Conduct system administration and performance tuning. - Participate in testing. - Participate in Solution Walkthrough sessions. - Support Change Management, Training, Testing and Cutover. Risk and Performance Management - Support resolution of Technical risks and issues.. - Quality-assure Technical deliverables and align with programme goals. - Provide timely and accurate Technical inputs to project reports. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication.	Yes	Yes
Technical Specialist (Principal)	- Develop Technical Design Specifications for configuration, customisations and enhancements,. - Develop and implement customisations and enhancements to SAP. - Support Data migration. - Conduct system administration and performance tuning. - Participate in testing.	Yes	Yes
Workflow Specialist (Principal)	- Develop Technical Design Specifications for workflows,. - Configure and implement SAP workflows.	Yes	Yes
Document/Records Management Specialist	- Develop Technical Design Specifications for records management and archiving,. - Configure records management and archiving solutions. - Support Data migration. - Conduct system administration and performance tuning. - Participate in testing.		Yes
Basis			
Basis Lead	Strategic and Planning - Provide inputs to Solution Architecture Blueprint. - Plan and coordinate all Basis activities ensuring alignment to overall project plan. Execution and Coordination - Lead planning and delivery of Basis activities. - Design and architect SAP environments. - Conduct system administration and performance tuning. - Execute System Administration and Tuning. - Monitor system performance and trouble shoot issues. - Perform system upgrades and apply patches. - Manage SAP jobs and transport requests. - Create and maintain comprehensive technical documentation and procedures for SAP landscapes. - Participate in testing. - Participate in Solution Walkthrough sessions. - Support Architecture, Functional, Technical, Change Management, Training, Testing and Cutover. Risk and Performance Management - Support resolution of Basis risks and issues.. - Quality-assure Basis deliverables and align with programme goals. - Provide timely and accurate Basis inputs to project reports. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication.	Yes	Yes
Basis Architect / Specialist	- Design and architect SAP environments. - Install, configure and maintain SAP systems. - Execute System Administration and Tuning. - Monitor system performance and trouble shoot issues. - Perform system upgrades and apply patches.	Yes	Yes

Role	Responsibility	CCT	Authorised Implementing Agent
	- Manage SAP jobs and transport requests. - Create and maintain comprehensive technical documentation and procedures for SAP landscapes.		
Basis Specialist (Principal)	- Design and architect SAP environments. - Install, configure and maintain SAP systems. - Execute System Administration and Tuning. - Monitor system performance and trouble shoot issues. - Perform system upgrades and apply patches. - Manage SAP jobs and transport requests. - Create and maintain comprehensive technical documentation and procedures for SAP landscapes.		Yes
Basis Consultant	- Install, configure and maintain SAP systems. - Execute System Administration and Tuning. - Monitor system performance and trouble shoot issues. - Perform system upgrades and apply patches. - Manage SAP jobs and transport requests.		Yes
Basis Cloud / HANA Specialist	- Execute SAP HANA administration and analytics. - Execute System Configuration and Set-up. - Conduct analysis and solution implementation. - Conduct performance analysis and implement improvements. - Monitor system performance and trouble shoot issues. - Perform system upgrades and apply patches.		Yes
Integration			
Integration Architect	- Act as the integration lead within functional workstreams and provide subject-matter expertise across relevant SAP modules (e.g. Finance, Real Estate, HR, Materials Management, IS-Utilities, Projects, Technical). - Guide functional teams on integration impacts, dependencies, data flows and design considerations. - Develop and maintain APIs and integration components. - Develop and maintain cloud integrations using SAP Integration Suite / CPI. - Ensure end-to-end integration across SAP modules and between SAP and external solutions. - Maintain integration mappings, adapters, and event-handling rules. - Monitor integration performance and resolve interface errors. - Support DevOps processes for integration deployments. - Participate in testing, data migration validation and solution walkthrough sessions. - Provide integration input into design decisions, cutover planning and overall solution alignment. - Coordinate closely with Architecture, Functional, Technical and Development teams.	Yes	Yes
Integration Specialist	- Develop and maintain APIs and integration components. - Develop and maintain cloud integrations using SAP Integration Suite / CPI. - Manage eventing, adapters, mappings, - Maintain integration mappings, adapters, and event-handling rules. - Monitor integration performance and resolve interface errors. - Support DevOps processes for integration deployments. - Participate in testing.	Yes	Yes
BTP Architect / Specialist	- Develop and maintain Solution extensions. - Develop and maintain workflows. - Develop and maintain automation. - Develop and maintain integrations. - Set-up and maintain BTP security. - Oversee SAP BTP operations.		Yes
Cutover			
Deployment Lead	Strategic and Planning - Develop detailed cutover plans, checklists and runbooks. - Plan and coordinate all Cutover activities ensuring alignment to overall project plan. Execution and Coordination - Lead planning and delivery of Cutover activities. - Verify and complete final technical configurations and setting in production environment. - Manage Pre-Go-Live, Go-Live and Post-Go-Live phases. - Lead hypercare activities in production environment. - Oversee final data validation in production. - System Administration and Tuning. Risk and Performance Management - Support resolution of Cutover risks and issues..	Yes	Yes

Role	Responsibility	CCT	Authorised Implementing Agent
	- Quality-assure Cutover deliverables and align with programme goals. - Produce timely and accurate Cutover inputs to project reports. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication.		
Cutover Consultant	- Execute final technical configurations and setting in production environment. - Execute Pre-Go-Live, Go-Live and Post-Go-Live phases. - Participate in final data validation in production. - Conduct system administration and performance tuning.	Yes	Yes
Security and Authorisations			
Security / Authorisation Lead	Strategic and Planning - Develop detailed Security and Authorisations plans, checklists and runbooks. - Plan and coordinate all Security and Authorisations activities ensuring alignment to overall project plan. Execution and Coordination - Lead planning and delivery of Security and Authorisations activities. - Create and maintain Security profiles, roles and users. - Oversee SAP Authorisation and GRC System Configuration and Setup. - Document and maintain Security profiles, roles and users. - Execute Analysis of Security profiles, roles and users. Risk and Performance Management - Support resolution of Security and Authorisations risks and issues.. - Quality-assure Security and Authorisations deliverables and align with programme goals. - Produce timely and accurate Security and Authorisations inputs to project reports. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication.	Yes	Yes
Security / Authorisation / GRC Specialist (Principal)	- Create and maintain Security profiles, roles and users. - Execute SAP Authorisation and GRC System Configuration and Setup. - Execute Analysis of Security profiles, roles and users. - Document and maintain Security profiles, roles and users.	Yes	Yes
Security / Authorisation / GRC Consultant	- Execute SAP Authorisation and GRC System Configuration and Setup. - Execute Analysis of Security profiles, roles and users. - Document and maintain Security profiles, roles and users.	Yes	Yes
Principal Authorisations Consultant	- Execute SAP Authorisation and GRC System Configuration and Setup. - Execute Analysis of Security profiles, roles and users. - Design, document and maintain Security profiles, roles and users. - Execute GRC integration. - Execute license and authorization analytics.	Yes	Yes

Functional resources must demonstrate deep competency in the specific SAP modules relevant to their role, as listed in the table below.

Table K.3.1 Roles and Responsibilities: Detail Design, Functional and Technical

CCT Project Dimensions	Role Speciality
Financial Management	Advance Financial Closing
	CORE Finance
	Funds Management (FM)
	Investment Management (IM)

CCT Project Dimensions	Role Speciality
	Social Services and Grants Management
	Treasury and Cash Management
Asset Management	Field Service Management
	Fleet Management
	Geo-Enablement
	Plant Maintenance (PM)
	Spatial Asset Management
Real Estate Management	Real Estate (RE-FX)
Utilities Management	Billing and Invoicing
	Cloud4Energy
	Contract Accounts Receivable and Payable (FI-CA)
	Customer Service
	Device Management
	Energy Data Management
	Property Rates
	Sales and Distribution
	Smart Pre-Payment
	Utilities Analytics & Planning
Portfolio, Programme and Project Management	Portfolio and Project Management (PPM)
	Project Systems (PS)
Spend and Supply Chain Management	Extended Warehouse Management (EWM)
	Inventory Management
	Invoice Processing
	Material Management (MM)
	Operational Procurement
	Procurement Contract Management
	Procurement, Spend Visibility
	Quality Management (QM)
	Sourcing and Procurement
	Supplier Lifecycle Management

CCT Project Dimensions	Role Speciality
Human Capital Management	Compensation Management
	Employee Central (EC)
	Employee Central EC Core, Position Management, Benefits
	Employee Health & Safety
	Learning
	Payroll Processing
	Performance and Goals Management
	Recruitment and Onboarding
	Succession and Development
	Travel Management
Service Management	Customer Self-Service and Management
	Customer Service Management (Service Cloud)
	Enterprise Service Management (ESM)
Business Technology Platform (BTP)	Build Process Automation
	Build Work Zone
	Integration Suite
	Low Code / No Code
	Workflow Management
Business Data Cloud	SAP Analytics Cloud (SAC) (BI and Planning)
	SAP BW/HANA
	SAP Profitability and Performance Management (PaPM)
	SAP PCQS
	SAP Datasphere

K.3.5 Required Competencies and Skills

Qualified Detail Design, Functional and Technical resources to hold relevant Bachelor's degree or SAP related qualification; and recognized accreditations in their area of expertise.

Functional resources must hold SAP HANA Module (License) Certification relevant to their module(s).

Lead and Specialist roles to have 8+ years and other roles 5+ years relevant experience in SAP Detail Design, Functional and Technical roles.

K.3.5.1 Detail Design, Functional and Technical: Architecture Roles

Qualified Architecture resources must demonstrate extensive experience in:

1. Solution blueprinting and Solution definition;
2. Integration architecture;
3. System Configuration and Set-up;
4. Extensibility on SAP BTP and clean core principles;
5. Data modelling, migration and data quality;
6. Architecture governance;
7. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams);
8. Deliver Architecture deliverables to the highest standards; and
9. Effective interpersonal and communication skills, with ability to engage across all staff levels.

K.3.5.2 Detail Design, Functional and Technical: Functional Roles

Qualified Functional resources must demonstrate extensive experience in:

1. SAP Configuration and Set-up
2. Development of Functional Design Specifications;
3. End-to-end functional design across relevant SAP modules.
4. Participation in Testing, data validation and solution walkthroughs.
5. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams);
6. Deliver Functional deliverables to the highest standards; and
7. Effective interpersonal and communication skills, with ability to engage across all staff levels.

K.3.5.3 Detail Design, Functional and Technical: Development Roles

Qualified Development resources must demonstrate extensive experience in:

1. Analysing business requirements and translating them into configuration, development and security requirements;
2. Development of Technical Design Specifications;
3. SAP programming in ABAP (including Object Oriented (OO)), debugging and enhancements;
4. Participation in Testing.
5. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams); and
6. Deliver Development deliverables to the highest standards.

K.3.5.4 Detail Design, Functional and Technical: Technical Roles

Qualified Technical resources must demonstrate extensive experience in:

1. Cross-module technical design, integrations, security, performance and system monitoring;
2. Workflow design, configuration and implementation;
3. Document Management System (DMS) and Records Management configuration, retention, archiving and integration set-up, and integration between SAP modules;
4. Supporting technical troubleshooting across SAP modules.
5. Understanding of enhancement frameworks (BADIs, user exits, events).
6. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams); and

7. Deliver Technical deliverables to the highest standards.

K.3.5.5 Detail Design, Functional and Technical: Basis Roles

Qualified Basis resources must demonstrate extensive experience in:

1. SAP system installs and upgrades, and client copies;
2. System performance tuning, monitoring and security;
3. Transport management, backup and recovery;
4. Landscape design, upgrade strategy and high-availability/disaster recovery.
5. SAP HANA system configuration and administration.
6. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams); and
7. Deliver Basis deliverables to the highest standards.

K.3.5.6 Detail Design, Functional and Technical: Integration Roles

Qualified Integration resources must demonstrate extensive experience in:

1. Cross-module SAP functional integration;
2. API management;
3. SAP Cloud Integration;
4. Integration eventing, adapters, mappings and error handling;
5. DevOps for Integration;
6. SAP BTP solution extensions, workflow & automation and security;
7. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams); and
8. Deliver Integration deliverables to the highest standards.

K.3.5.7 Detail Design, Functional and Technical: Cutover Roles

Qualified Cutover resources must demonstrate extensive experience in:

1. Cutover planning, task coordination and mock conversions,
2. Readiness checkpoints and go-live preparation;
3. Hyper care support and issue resolution;
4. Final data loads and validations;
5. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams);
6. Deliver Cutover deliverables to the highest standards; and
7. Effective interpersonal and communication skills, with ability to engage across all staff levels.

K.3.5.8 Detail Design, Functional and Technical: Security and Authorisations Roles

Qualified Security and Authorisations resources must demonstrate extensive experience in:

1. SAP Authorisation and GRC System Configuration and Setup;
2. SAP S/4HANA role design (Fiori catalogues, groups and spaces);
3. Segregation of Duty (SoD), GRC integration, and license analytics;
4. Security analysis, remediation and documentation management;
5. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams);

6. Deliver Testing deliverables to the highest standards; and
7. Effective interpersonal and communication skills, with ability to engage across all staff levels.

Schedule K.4: Framework: Testing

K.4.1 Introduction

This schedule provides Tenderers with details from the CAR Programme Testing Implementation Service framework.

K.4.2 Testing Framework

Effective system testing is vital for the successful implementation of SAP HANA Core Financial and Operational System at the CCT. Due to the complexity of this implementation, a comprehensive and meticulously planned testing strategy is essential to ensure the integrity of CCT processes.

A detailed Test Strategy and Test Schedule will be developed and signed off during the Design stage, based on this Testing framework and the response of the successful Tenderer. This will outline the agreed roles and responsibilities.

This Testing framework is not intended to serve as a comprehensive testing document. Instead, it provides a clear approach for achieving the testing objectives of the Core Financial and Operational Project. As such, it is included in this tender document as a guideline.

K.4.3 Testing Strategy and Test Plan Outline

The Test Strategy outlines the overall approach to testing, including the types of tests to be conducted, the testing environments, and the tools to be used. It will detail how the validation stage aligns with the verification stage. It is the responsibility of CCT to develop Test Strategy.

The Test Plan provides detailed information about the testing tasks for the project and should include scope of testing, types of testing, test objectives, test methodology, testing effort, risks and contingencies, release criteria and test deliverables. It keeps track of possible tests that will be run on the system after configuration and development. It is responsibility of Authorised Implementing Agent to develop the Test Plan.

K.4.4 Testing Types

The table below depicts the anticipated testing types to ensure all areas of the implementation are thoroughly validated, providing a comprehensive, structured approach to testing.

Table K.4.1 Testing Types

Test Type	Test Definition
Unit Testing	Testing individual configuration units and programs through an iterative process.
String Testing	Testing multiple interconnected units, programs, and modules.
System Testing	Validating transactions, business processes, procedures, controls, and systems to ensure proper integration and expected performance. This includes string testing and business process testing across various modules and solutions.
Regression Testing	Conducted to determine if updates or changes have introduced new defects into existing functionalities.
User Acceptance Testing (UAT)	Business users validate that the systems and applications meet defined business requirements. This serves as a role-based rehearsal to assess solution conformance, performance, and acceptability by end users.
Mobile Testing	Testing mobile solutions across both spatial (ArcGIS) and non-spatial (Foundation, CORE, and Edge) applications.
Final Acceptance Testing (FUAT)	The final user acceptance testing prior to the solution's release into production.
Stress Testing	Assessing the stability and robustness of a given application, system, or entity under extreme conditions.
Performance Testing	Evaluating whether systems and applications perform according to defined parameters. This includes testing system setup across various environments, such as Fiber, Wi-Fi, and VPN connections, to accommodate remote work and field operations.

Test Type	Test Definition
Data Migration Testing	Ensuring that all data sets have been correctly migrated and that business processes can function effectively with the migrated data, encompassing both spatial and non-spatial data.
Mobile Usability Testing	Evaluating the quality of a digital product designed for mobile devices by observing users as they complete tasks on the app or website.
Migration Testing	Conducted to ensure the accuracy and integrity of migrated data.
Basic Functionality Testing:	Conducted by team members in the sandbox/development environment, focusing on a limited number of key transactions in each module.
Environmental testing:	Measuring the performance of equipment under specified environmental conditions.
Load Testing	Simulating concurrent access by multiple users to evaluate program performance under load.

K.4.5 Testing Scope

Testing will be planned as per the scope of the project and covers critical business processes, scenarios, requirements and data.

The project team, together with the System Integrator (SI) and relevant business units, will identify and document all test scenarios and use cases in the Test Tracker as part of the implementation stage.

The Test Tracker will be populated from the Business Requirements Traceability Matrix (BRTM), with test scenarios linked to relevant requirements for traceability.

- Document User Stories. Capture the User Stories in the Test Tracker as short, simple description of one or more features of software system written from the perspective of user or customer of the system.
- Document Test Scope. Capture for every User Story the Transactions linked to functional areas and enable tracking of test results from the test cases linked to every transaction.
- Document Test Cases. Capture for every User Story the set of conditions expected to execute to verify a particular function of the software application. These conditions are captured in the Test Tracker as Test Cases against the User Story and link back to items on the BRTM.
- Capture Test Results. The Test Tracker is used to track testing of every test case and capture the results by the various stakeholders on the project.
- Report Defects. The Test Tracker serves as the list of system defects that requires attentions by the development team; and drives re-testing until acceptable test outcome is achieved.

K.4.6 Testing Roles and Responsibilities

The following table outlines the proposed roles and responsibilities for testing.

Table K.4.2 Roles and Responsibilities: Testing

Role	Responsibility	CCT	Authorised Implementing Agent
Programme Leadership	Support User Acceptance Testing (UAT) by providing resources, infrastructure, and personnel.	Yes	
Business Leadership	- Allocate experienced personnel for testing activities. - Review testing outcomes and decide to release or delay the system based on evidence and identified risks.	Yes	
Test Lead - CCT	Strategic and Planning - Provide inputs to Test Strategy. - Develop Test Plan including resource allocation. - Align testing with software deployment. - Plan and coordinate all testing activities ensuring alignment to overall project plan. Execution and Coordination - Lead planning and delivery of testing for the CORE Plus Project - Define testing activities for team members.	Yes	

Role	Responsibility	CCT	Authorised Implementing Agent
	- Oversee the testing scope of the project and control any changes; Risk and Performance Management - Support the management of testing risks and issues.. - Quality-assure test deliverables and align with programme goals. - Provide timely and accurate testing inputs to project reports. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication.		
Test Lead - Authorised Implementing Agent	Strategic and Planning - Provide inputs to Test Strategy. - Provide inputs to Test Plan including resource allocation. - Assist with planning and coordination of all testing activities ensuring alignment to overall project plan. Execution and Coordination - Responsible for delivery of testing - Provide inputs to the testing scope of the project and control any changes; Risk and Performance Management - Support management of testing risks and issues; and provide direction for resolution of issues. - Quality-assure test deliverables and align with programme goals. - Provide test related inputs for timely and accurate testing inputs to project reports. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication.		Yes
Test Engineer / Quality Assurance Tester	- Review project documents to determine testing needs. - Plan testing approach. - Inform Test Lead of required resources. - Understand business scenarios. - Develop and prioritise test cases. - Execute test cases, report defects, and assign severity and priority. - Perform regression testing following configuration and code changes.		Yes
Solution Architect/Technical Specialists	- Assist in developing user stories and test cases. - Conduct all testing types, including UAT and Final User Acceptance Testing (FUAT), to ensure system functions align with FTDS and integrated solutions. - Sign off UAT and FAT.	Yes	Yes
Business Analyst / Test Consultant	- Guide developers and testers on solution design. - Support development of user stories and test cases. - Conduct UAT and FUAT to verify solution functionality and alignment with design.		Yes
CCT Super Users	- Test business functions as per test cases in CCT agreed Test Tracking tool. - Review business outcomes for accuracy. - Assess business performance. - Assist with Regression, UAT, and FUAT. - Sign off UAT and FUAT.	Yes	
CCT End Users	- Test business functions based on Test Tracker cases. - Review business results for accuracy. - Evaluate business performance. - Participate in UAT.	Yes	

K.4.7 Required Competencies and Skills

Qualified Testing resources to hold relevant Bachelor's level degree or SAP related qualification; and recognized Testing accreditations and qualifications.

Lead and Specialist roles to have 8+ years and other roles 5+ years relevant experience in Testing roles.

Qualified Testing resources must demonstrate extensive experience in:

1. Test planning and execution for different testing types;
2. Test application in all required SAP testing phases;

3. Track testing results and defects management;
4. Test scripts and test automation;
5. Test documentation and results reporting;
6. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams);
7. Deliver Testing deliverables to the highest standards; and
8. Effective interpersonal and communication skills, with ability to engage across all staff levels.

Schedule K.5: Framework: Training

K.5.1 Introduction

This schedule provides Tenderers with details from the CAR Programme Training Implementation Service framework.

K.5.2 Training Framework and Approach

The successful implementation of the SAP HANA for CCT relies on comprehensive training that empowers all stakeholders to confidently adopt and execute new processes and systems. Training for this project is designed to equip all impacted stakeholders with the necessary knowledge and skills to transition seamlessly to the new systems. This objective will be achieved through a range of training options and detailed materials covering all aspects of the solution's functionality.

This Training Framework outlines the minimum requirements for Solution Training and provides a structured approach for bidder responses, ensuring a consistent and thorough training strategy while allowing flexibility to tailor training to specific project requirements.

K.5.2.1 Training Objectives

- a) Ensure that all affected CCT staff, service providers, suppliers, and citizens receive relevant training to prepare them for transacting within the new solution landscape.
- b) Ensure that each user role attains the necessary skill level and understanding required to perform their designated activities effectively.

K.5.2.2 Training Scope and Assumptions

- a) For the technical upgrade minimum training is expected as FIORI will only be activated in those cases where menu item access is not available.
- b) Technical upgrade training is expected to be online only and new functionality will be facilitated through blended training as defined in the training curriculum.
- c) Training for FIORI adoption is expected to be online once-off training per employee.
- d) Ensure the training curriculum comprehensively covers all functionality implemented for CCT through this project.
- e) The training curriculum is based on the CCT Business Role Matrix, which defines user roles and the associated functionality accessible to each role.
- f) Training materials will utilise CCT specific data and examples.
- g) Training content will be tailored to align with the tone and culture of CCT.
- h) A blended training methodology will be used, incorporating e-learning, instructor-led classroom sessions, and agile, visual/video-based hands-on training.
- i) Training material, records, software, records, methodology, etc. remain the property of CCT after completion of the project.

K.5.2.3 Training Approach

The training approach should address CCT's unique needs and, at a minimum, include the following training components:

- a) **Classroom-Based Training:** Classroom training, incorporating both instructional content and practical exercises, facilitates direct interaction between trainers and users, encouraging collaboration, immediate feedback, and personalised guidance.
- b) **Online Training:** Online training sessions will provide broad access for large groups of users, overcoming the constraints associated with physical training venues.
- c) **Flexible Training Delivery Options:** Training may be delivered by the Authorised Implementing Agent,

an external appointed service provider, or CCT-appointed trainers through a “Train-the-Trainer” approach.

- d) **E-Learning Platforms:** Video-based and interactive e-learning modules will enable participants to engage with training material at their own pace, with checkpoints built in to confirm understanding.
- e) **Agile Training Support:** Help features within the application will automatically update as enhancements are made, providing ongoing, agile support to end users.
- f) **Train-the-Trainer Sessions:** Blended, instructor-led sessions will equip CCT staff to deliver training internally, using both classroom and online methods as a cost-effective training resource.
- g) **Hands-On Learning Opportunities:** Practical, hands-on learning will be available as users engage with the solution configuration during implementation.
- h) **Process and System Training:** Business users will have access to both process and system training to fully integrate them into the solution’s functionality.
- i) **Role-Based Training:** Training will be adapted for specific roles, using a blended approach that combines e-learning, classroom sessions, and practical exercises as appropriate.
- j) **Integration with Existing CCT Training Structures:** Training will align with CCT’s established training records, ensuring updates to training records, credits, and personal records for completed courses.
- k) **Training for Citizens, Service Providers, and Suppliers:** Both classroom and e-learning options will be available to external stakeholders, enabling access to necessary functionalities.
- l) **City Customers Training on E-Services Portal and E-Procurement:** Training will be provided to CCT customers on the E-Services Portal and E-Procurement systems, promoting ease of use and engagement with these platforms.

Tenderers are required to address the above training components in their responses, detailing how they will meet the outlined requirements to prepare CCT’s user base to utilise the Core financial and operational solution

K.5.3 Knowledge Transfer and Resource Integration

Skills transfer is a critical component of the Core Financial and Operational Solution implementation, enabling the CCT to build and sustain its internal capabilities. Effective knowledge transfer will empower CCT staff to manage and maintain the solution independently, ensuring a smooth transition into support and maintenance once implementation is complete, and continual configuration and improvement after the project.

The CCT ERP Support Centre (ESC) currently has approximately 136 staff members dedicated to supporting the organisation’s SAP systems, including around 40 Subject Matter Experts (SMEs) across the different solution streams.

Resource pairing between Authorised Implementing Agent resources and corresponding ESC resources is mandatory for all key implementation, technical, functional, integration, data, development, security, reporting, operational support and post-go-live roles. This pairing must facilitate structured, on-the-job knowledge transfer, with ESC resources working directly alongside Authorised Implementing Agent resources throughout the relevant phases of the project lifecycle.

The Tenderer must identify the proposed resource-pairing approach in the implementation organisation structure and Knowledge Transfer and Enablement Plan, including the relevant Authorised Implementing Agent roles, corresponding CCT/ESC roles, knowledge-transfer activities, shadowing and reverse-shadowing activities, and evidence required to confirm transfer of operational capability.

The expectation is that the ESC will form an integral part of the project team, actively contributing during both upgrades and new solution implementations. This approach ensures ESC staff gain the necessary practical experience to support the upgraded and newly implemented SAP systems once the project goes live, providing long-term sustainability and reducing dependency on the Authorised Implementing Agent post-implementation.

In addition to training activities, the expectation is that Knowledge Transfer and operational enablement activities will occur throughout the project lifecycle and not only during project close-out.

The objective of the Knowledge Transfer activities is to ensure that CCT resources are sufficiently enabled to independently support, maintain, administer and operate the implemented solution after project completion without ongoing dependency on the Authorised Implementing Agent for standard operational activities.

Knowledge Transfer activities must include structured shadowing and reverse-shadowing activities, operational walkthroughs, support transition activities, troubleshooting knowledge transfer, technical and functional enablement, and operational readiness assessments prior to project closure.

Completion of Knowledge Transfer and operational enablement activities must be formally validated and signed off by CCT prior to project closure.

Knowledge Transfer and operational enablement activities must ensure that CCT is not operationally dependent on proprietary Authorised Implementing Agent processes, undocumented tooling, restricted-access mechanisms or supplier-only operational knowledge for standard support and operational activities.

Table K.5.1 Scope and Activities: Knowledge Transfer and Operational Enablement

ACTIVITY	DESCRIPTION	EXAMPLE DELIVERABLES / ARTEFACTS
1. Knowledge Transfer Planning	1.1 Develop a structured Knowledge Transfer and Enablement approach aligned to the project lifecycle. 1.2 Identify impacted ESC, functional, technical, operational and support resources. 1.3 Define Knowledge Transfer activities, timelines, responsibilities and dependencies. 1.4 Define operational readiness and support transition approach.	a. Knowledge Transfer and Enablement Plan b. Resource Enablement Plan c. Support Transition Plan d. Operational Readiness Plan
2. Functional and Technical Enablement	2.1 Conduct functional and technical walkthroughs. 2.2 Transfer knowledge relating to configuration, custom developments, integrations, reports, forms and workflows. 2.3 Provide operational support process walkthroughs. 2.4 Provide troubleshooting and incident management knowledge transfer.	a. Functional Support Guides b. Technical Documentation c. Configuration Documentation d. Integration and Interface Documentation e. Troubleshooting Guides
3. Shadowing and Reverse Shadowing	3.1 Pair Authorised Implementing Agent resources with ESC resources. 3.2 Conduct structured shadowing activities during implementation. 3.3 Conduct reverse-shadowing activities to validate operational readiness. 3.4 Monitor and track skills transfer progress.	a. Shadowing Plans b. Reverse-Shadowing Evidence c. Skills Transfer Tracking Reports d. Competency Assessments
4. Operational Readiness and Support Enablement	4.1 Enable ESC resources to independently support the implemented solution. 4.2 Conduct post-go-live operational support sessions. 4.3 Transfer monitoring, administration and support procedures. 4.4 Validate operational readiness before project closure.	a. Operational Procedures b. Support Handover Documentation c. Monitoring Procedures d. Operational Readiness Assessments
5. Knowledge Transfer Delivery and Tracking	5.1 Schedule and facilitate Knowledge Transfer sessions. 5.2 Track attendance, participation and completion. 5.3 Monitor effectiveness of Knowledge Transfer activities. 5.4 Collect feedback and implement improvements where required.	a. Knowledge Transfer Schedule b. Attendance Registers c. Feedback Reports d. Knowledge Transfer Progress Reports
6. Post-Go-Live Integration / Stabilisation Transition	6.1 Conduct support handover activities. 6.2 Confirm ESC operational capability. 6.3 Finalise support transition documentation. 6.4 Reduce dependency on the Authorised Implementing Agent post implementation.	a. Support Transition Report b. Support Handover Sign-Off c. Post-Go-Live Support Documentation d. Operational Acceptance Sign-Off

K.5.4 Training Scope

This section outlines the training scope in terms of requirements and deliverables expected by the CCT for the Core Financial and Operational Solution implementation. The following table details the essential activities to ensure an effective training process for impacted users, along with the specific actions and deliverables that will facilitate a comprehensive training delivery.

Table K.5.1 Scope and Activities: Training

ACTIVITY	DESCRIPTION	EXAMPLE DELIVERABLES / ARTEFACTS
7. Training Needs Assessment	7.1 Conduct a training needs analysis to evaluate current skills of impacted users. 7.2 Identify and review user groups based on existing roles and responsibilities. 7.3 Identify training requirements 7.4 Identify gaps in impacted stakeholders' knowledge, skills or abilities aligned to understanding of expected levels from the new solution. 7.5 Compile a list of identified training requirements to address any gaps and ensure readiness. 7.6 Identify how certification / accreditation is to take place.	e. Training Needs Analysis Report f. Gap Analysis Document g. List of Identified Training Requirements

ACTIVITY	DESCRIPTION	EXAMPLE DELIVERABLES / ARTEFACTS
8. Training Approach	8.1 Confirm training and evaluation methods for effective delivery. 8.2 Develop training materials using CCT-specific data and real-life examples. 8.3 Execute training sessions in the CCT assigned environment, employing a blended learning approach.	f. Confirmed Training and Evaluation Methodology g. Developed Training Materials h. Training Session Schedules
9. Training Material & Curriculum	9.1 Develop a structured curriculum that outlines role-based courses and learning objectives. 9.2 Create comprehensive classroom training materials, including facilitator and user manuals. 9.3 Develop quick reference guides and work aids to assist users post-training. 9.4 Produce online training videos to supplement classroom instruction.	e. Training Curriculum Document f. Classroom Training Materials g. Quick Reference Guides h. Online Training Videos
10. Training Roadmap	10.1 Create a structured training schedule aligned with project timelines and quality expectations. 10.2 Provide tools to track progress on training deliverables, including assessments and material development. 10.3 Design and set-up training environments before and after go-live to facilitate learning. 10.4 Maintain the training environment.	a. Training Roadmap and Schedule b. Progress Tracking Tools c. Training Environments
11. Training Schedule and Delivery	11.1 Develop a detailed online training schedule that forms the basis for bookings. 11.2 Ensure the schedule includes training resources and effort for each module. 11.3 Create a detailed user list categorised by CCT user roles. 11.4 Manage logistics such as attendance tracking and venue bookings efficiently. 11.5 Provide Training	a. Online Training Schedule b. User Role Categorization List c. Attendance Tracking and Logistics Management d. Training
12. Training Evaluation	12.1 Implement methods to assess user competency in using the new system effectively. 12.2 Monitor skills transfer through evaluations and feedback collection. 12.3 Gather insights on the effectiveness of training delivery from both trainees and trainers. 12.4 Confirm procedures for activating User Profiles upon successful training completion.	a. Competency Assessment Reports b. Feedback Analysis Reports c. User Profile Activation Procedure

K.5.5 Training Roles and Responsibilities

The following table outlines the proposed roles and responsibilities for Training.

Table K.5.2 Roles and Responsibilities: Training

Role	Responsibility	CCT	Authorised Implementing Agent
Training Lead - CCT	Strategic and Planning - Oversee development of Training Approach. - Oversee development of Training Roadmap and training plan. - Align training with deployment timelines. - Plan and coordinate all training activities ensuring alignment to overall project plan. Execution and Coordination - Lead planning and delivery of training for the CORE Plus Project - Define training activities for team members. - Oversee the training scope of the project and control any changes; Risk and Performance Management - Support management of training risks and issues; and provide direction for resolution of issues. - Quality-assure training deliverables and align with programme goals. - Produce timely and accurate training inputs to project reports. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with stakeholders. - Ensure clear, transparent communication.	Yes	
Training Lead – Authorised	Strategic and Planning		Yes

Role	Responsibility	CCT	Authorised Implementing Agent
Implementing Agent	- Develop Training Approach. - Develop Training Roadmap and Training Plan. - Develop Training Evaluation Approach. - Align training with deployment timelines. - Assist with planning and coordination of training activities ensuring alignment to overall project plan. Execution and Coordination - Manage development of training Curriculum and Material. - Manage development of training Evaluation Tool. - Oversee the training scope of the project and control any changes. - Schedule training and track training sessions and attendance. - Monitor and report on training performance. - Track and report on training participation, performance and attendance. Risk and Performance Management - Support management of training risks and issues; and provide direction for resolution of issues. - Quality-assure training deliverables and align with programme goals. - Produce timely and accurate training inputs to project reports. - Monitor Training Progress and provide inputs to improve. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication. - Provide one-on-one coaching and mentorship to support individual development.		
Training Specialist	- Assess and Analyse Training needs. - Develop Training Material. - Schedule Training. - Facilitate Training. - Administer Training Evaluations, - Monitor Training Progress. - Manage training logistics. - Track and report on training participation, performance and attendance.		Yes
Training Consultant	- Develop Training Material. - Schedule Training - Facilitate Training - Manage logistical aspects such as scheduling, venue coordination, and maintaining records. - Track and report on training participation, performance and attendance.		Yes

K.5.6 Required Competencies and Skills

Qualified Training resources to hold relevant Bachelor's level degree or SAP related qualification; and recognized Training accreditations and qualifications.

Lead and Specialist roles to have 8+ years and other roles 5+ years relevant experience in Training roles.

Qualified Training resources must demonstrate extensive experience in:

1. Development and execution of Training Needs Assessment;
2. Development of Training strategy and approach;
3. Development of Training Roadmap;
4. Design and development of Training Curriculum;
5. Design and development of Training Material;
6. Role-based learning paths;
7. Training Evaluation and adoption tracking;
8. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams);

9. Deliver Testing deliverables to the highest standards; and
10. Effective interpersonal and communication skills, with ability to engage across all staff levels.

Schedule K.6: Framework: Data Migration

K.6.1 Introduction

This schedule provides Tenderers with details from the CAR Programme Data Migration Implementation Service framework.

K.6.2 Data Migration Framework and Approach

The Data Migration Framework and Approach is a critical aspect of the CORE Plus Project and focuses on transferring data from CCT's legacy ERP system to the new target ERP system. Effective data migration, which includes thorough data cleansing, is a cornerstone for the success of the project. Properly prepared and aligned data ensures that the new system functions optimally, reducing the risk of performance issues and user confusion that can arise from invalid or inconsistent data.

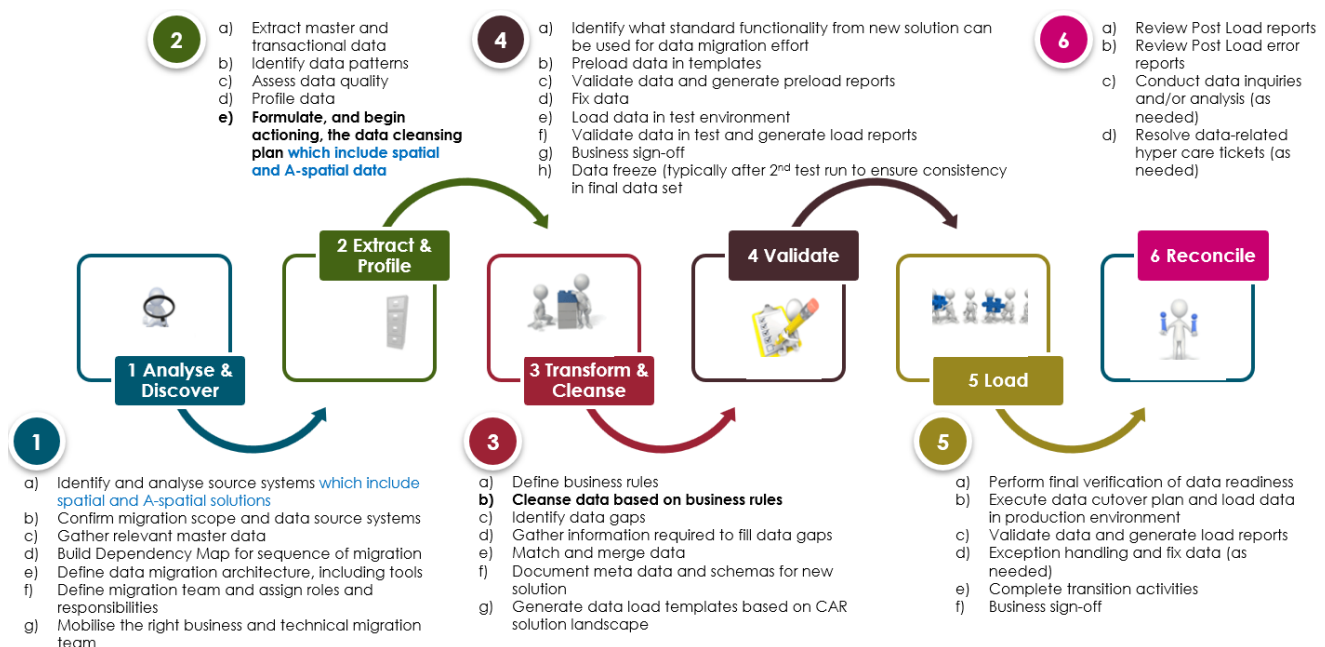
K.6.2.1 Data Migration Approach

The CCT data migration framework consists of six key stages: Analyse & Discover, Extract & Profile, Transform & Cleanse, Validate, Load, and Reconcile. Each stage is designed to address specific tasks that guarantee data quality, consistency, and alignment with business needs.

Clear roles and responsibilities are crucial for the success of the migration effort, with key stakeholders including the Data Migration Lead, Data Owners, Business Data Validators, Functional Analysts, Data Conversion Owners, and Source System Subject Matter Experts (SMEs).

Data Cleansing is the responsibility of CCT and has commenced already. The CCT data cleansing team will work closely with the data migration team to ensure data is ready for migration. The data cleansing related activities in the Data Migration Approach are assigned to the CCT data cleansing team.

Figure K.6.1 Data Migration Approach



K.6.2.2 Data Migration Key Principles

- a) **Archive Before Migration:** Optimise system performance by archiving historical data, ensuring it is still accessible for reporting. Refer to the Data Archiving Framework for guidance on machine-readable metadata.
- b) **Drop No Data:** Ensure that data is not altered during migration. Extract it in a compatible format, safeguarding both its security and integrity.
- c) **Investigate and fix Data Quality issues:** Identify and resolve data quality issues as early as possible.

Profiling data, including free text fields, helps identify risks that may cause delays or failure later in the project.

- d) **Metadata-Driven Migration:** Use metadata to understand the schema, data types and semantics of both source and target systems, simplifying migration and reducing complexity. This also aids in validating data designs and tracking data lineage.
- e) **Automation & Integration:** Aim to automate the migration process by connecting source and destination systems directly or through integration tools, wherever possible.
- f) **Granularity Level:** Determine the level of data granularity (e.g., transaction-level or aggregated) during detailed design for each migration.
- g) **Data Sources:** Consider all sources, including electronic systems, legacy systems, and end-user inputs (spreadsheets, paper documents) in the migration process.
- h) **Enforce Data Validations at Capture:** Where possible and relevant keep data types consistent with the solution design and apply programmatic validation at the time of data entry to minimise issues during migration.
- i) **Thorough Testing:** Follow a structured testing process, from functional testing to user acceptance, to ensure the accuracy and reliability of the migration.
- j) **Confirm Access to Information:** Business roles should be documented, reviewed, and set up in the new system, rather than directly migrated.
- k) **Retain Access to Legacy Data:** Legacy systems must remain accessible until the new systems are formally signed off, with archived data retained according to CCT retention frameworks.

K.6.3 Data Migration Roles and Responsibilities

The Tenderer, though expected to perform as if fully accountable for the Data Migration Scope, will collaborate with CCT CAR Programme Team and CCT Business Process Owners as needed. The tendered must align its data migration approach with established frameworks.

The following table outlines the proposed roles and responsibilities for Data Migration.

Table K.6.1 Roles and Responsibilities: Data Migration

Role	Responsibility	CCT	Authorised Implementing Agent
Data Migration Lead - CCT	Strategic and Planning - Plan and coordinate all data migration activities ensuring alignment to overall project plan. - Develop and implement data migration strategy and detailed project plan. Execution and Coordination - Lead and mentor data migration team. - Oversee the end-to-end data migration process. - Define data migration activities for team members. - Oversee the data migration scope of the project and control any changes; - Ensure data integrity, accuracy and quality throughout the migration. Risk and Performance Management - Oversee data validation and testing to ensure all data migration requirements are met. - Troubleshoot and resolve any issues that arise during migration. - Quality-assure data migration deliverables and align with programme goals. - Produce timely and accurate data migration inputs to project reports. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication.	Yes	
Data Migration Lead – Authorised Implementing Agent	Strategic and Planning - Coordinate all data migration activities ensuring alignment to overall project plan. - Provide input to and implement data migration strategy and detailed project plan. Execution and Coordination - Oversee the end-to-end data migration process. - Oversee the data migration scope of the project and control any changes; - Ensure data integrity, accuracy and quality throughout the migration.		Yes

Role	Responsibility	CCT	Authorised Implementing Agent
	Risk and Performance Management - Perform data validation and testing to ensure all data migration requirements are met. - Troubleshoot and resolve any issues that arise during migration. - Quality-assure data migration deliverables and align with programme goals. - Produce timely and accurate data migration inputs to project reports. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication		
Data Migration Specialist	- Analysing and document business extraction rules. - Building extraction rules from source system. - Transforming both master data and transactional data sets. - Prepare and load data into target system. - Perform Technical reconciliation. - Participate in Business reconciliation.		Yes
Data Migration Consultant	- Analysing and document business extraction rules. - Building extraction rules from source system. - Transforming both master data and transactional data sets. - Prepare and load data into target system. - Perform Technical reconciliation.		Yes

K.6.4 Required Competencies and Skills

Qualified Data Migration resources to hold relevant Bachelor's level degree or SAP related qualification; and recognized Data Migration accreditations and qualifications.

Lead and Specialist roles to have 8+ years and other roles 5+ years relevant experience in Data Migration roles.

Qualified Data Migration resources must demonstrate extensive experience in:

1. Data extraction, transformation, load (ETL);
2. Validation, and reconciliation of data;
3. S/4 conversion tooling and approach;
4. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams);
5. Deliver Testing deliverables to the highest standards; and
6. Effective interpersonal and communication skills, with ability to engage across all staff levels.

Schedule K.7: Framework: Data Cleansing

K.7.1 Introduction

This schedule provides Tenderers with details from the CAR Programme Data Cleansing Implementation Service framework.

K.7.2 Data Cleansing Framework and Approach

Data cleansing is a critical step in ensuring that accurate, consistent, and reliable data is migrated from legacy systems to the new solutions. As part of the data migration lifecycle, the data cleansing process involves identifying, analysing, and correcting data issues to align with defined system requirements, ensuring readiness for migration and effective use in the new systems. This long-term effort focuses on instilling both systematic and manual validation processes to maintain high data quality beyond migration.

Data Cleansing is the responsibility of CCT and has commenced already. The CCT data cleansing team will work closely with the data migration team to ensure data is ready for migration. The data cleansing related activities in the Data Migration Approach are assigned to the CCT data cleansing team.

Initially, the CCT Core Project Team will drive the initiative, laying the groundwork and guiding processes. Over time, CCT Business Units will assume responsibility for cleansing their data, ensuring sustainable data quality management within their areas.

The Authorised Implementing Agent may bring specialised tools and expertise once onboarded, especially for advanced cleansing tasks and validations.

The roles should work collaboratively to ensure that the data cleansing framework aligns with both the project timeline and the long-term goals of maintaining data quality.

K.7.3 Data Cleansing Roles and Responsibilities

The Tenderer, though expected to perform as if fully accountable for the Data Migration Scope, will collaborate with CCT CAR Programme Team and CCT Business Process Owners as needed. The tendered must align its data migration approach with established frameworks.

The following table outlines the proposed roles and responsibilities for Data Migration.

Table K.7.1 Roles and Responsibilities: Data Cleansing

Role	Responsibility	CCT	Authorised Implementing Agent
Business Unit Leads (Business)	- Ensure data quality accountability within their directorates. - Establish a cleansing drive and coordinate internal meetings for progress tracking.	Yes	
Data Cleansing Lead (Core Plus Project)	- Oversight and alignment on data cleansing activities. - Reporting progress to the CORE Steering Committee. - Driving communication of expectations to teams..	Yes	
Data Quality Management Representatives (Business)	- Monitor data cleansing progress. - Report issues and progress to the Data Cleansing Lead. - Coordinate between technical teams and business users.	Yes	
Data Cleansing Team (Business)	- Perform day-to-day data cleansing activities (e.g., fixing invalid data, resolving duplicates). - Prepare and retrieve reports. - Maintain records of changes.	Yes	
Data Cleansing Consultant (Core Plus Project)	- Provide initial data extraction tools and methodologies. - Facilitate workshops and training sessions. - Guide on data cleansing priorities.	Yes	
Data Cleansing Specialist	- Provide additional data cleansing and profiling tools. - Support with technical expertise for resolving complex cleansing issues. - Conduct system validation		Yes

Role	Responsibility	CCT	Authorised Implementing Agent
	Data schema compliance		
Technical Project Team	- Provide system support where front-end tools are insufficient. - Facilitate integration between business users and cleansing tools.	Yes	Yes

K.7.4 Required Competencies and Skills

Qualified Data Migration resources to hold SAP related qualification; and recognized Data Migration accreditations and qualifications.

Lead and Specialist roles to have 8+ years and other roles 5+ years relevant experience in Data Cleansing roles.

Qualified Data Cleansing resources must demonstrate extensive experience in:

1. Data extraction, transformation, load (ETL);
2. Validation, and reconciliation of data;
3. S/4 conversion tooling and approach;
4. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams);
5. Deliver Testing deliverables to the highest standards; and
6. Effective interpersonal and communication skills, with ability to engage across all staff levels.

Schedule K.8: Framework: Post Go-Live Stabilisation and Acceptance

K.8.1 Introduction

This schedule provides Tenderers with details from the CAR Programme Post Go-Live Stabilisation and Acceptance Implementation Service framework.

K.8.2 Post Go-Live Stabilisation and Acceptance Framework and Approach

Post Go-Live Stabilisation and Acceptance focus on stabilising the new system through fixing of issues, provide end-user helpdesk services, optimise performance and hand-over to the CCT ERP Support Centre (ESC) team.

One of the key deliverables of this phase is validation and verification of Month-End processes and reporting in production environment.

The CCT expectation is a 3-month Post Go-Live Stabilisation and Acceptance period after every release which include handover to the IS&T ESC during that period.

Completion of Knowledge Transfer and operational enablement activities, including removal of supplier-only operational dependency for standard support activities, shall form part of the Post Go-Live Stabilisation and Acceptance criteria and must be validated and signed off by CCT before project closure.

K.8.3 Post Go-Live Stabilisation and Acceptance Roles and Responsibilities

The table below outlines the proposed roles and responsibilities for Post Go-Live Stabilisation and Acceptance.

Table K.8.1 Roles and Responsibilities: Post Go-Live Stabilisation and Acceptance

Role	Responsibility	CCT	Authorised Implementing Agent
Post Go-Live Lead Authorised Implementing Agent	Strategic and Planning - Coordinate all Post Go-Live Stabilisation and Acceptance activities ensuring alignment to overall project plan. - Implement the Post Go-Live strategy and plan. Execution and Coordination - Oversee the Post Go-Live Stabilisation and Acceptance activities. - Oversee stabilisation tasks and support the transition to operations. - Provide direct user support for immediate issues. - Ensure business processes are operating as intended. - Update and manage the Defects Tracker. - Ensure documentation and fixes are properly recorded. Risk and Performance Management - Troubleshoot Post Go-Live issues. - Document System Support procedures and fixes. - Quality-assure Post Go-Live Stabilisation and Acceptance deliverables and align with programme goals. - Provide timely and accurate Post Go-Live Stabilisation and Acceptance inputs to project reports. Stakeholder and Communication Management - Coordinate with members and other parties. - Maintain strong relationships with stakeholders and ensure clear, transparent communication. - Oversee knowledge transfer to CCT ESC team.	Yes	Yes
Post Go-Live Specialist	- Provides initial, direct support to end-users for questions and immediate issues. - Troubleshoot and fixing system defects, bugs, or data errors that arise after go-live. - Monitoring system performance, user activity, and key performance indicators. - Ensure business processes are functioning as intended and resolve any deviations from the new		Yes

Role	Responsibility	CCT	Authorised Implementing Agent
	- standard processes. - Document System Support procedures and fixes. - Update Defects Tracker. - Knowledge transfer to ESC team.		
Post Go-Live Consultant	- Provides initial, direct support to end-users for questions and immediate issues. - Troubleshoot and fixing system defects, bugs, or data errors that arise after go-live. - Document System Support procedures and fixes. - Update Defects Tracker.		Yes

K.8.4 Required Competencies and Skills

Post Go-Live Stabilisation and Acceptance resources must hold an SAP-related qualification and recognised SAP certifications, or demonstrate substantial experience in Post Go-Live Stabilisation and Acceptance roles on SAP/S4HANA programmes.

Lead and Specialist roles to have 8+ years and other roles 5+ years relevant experience in Post Go-Live Stabilisation and Acceptance roles.

Qualified Post Go-Live Stabilisation and Acceptance resources must demonstrate extensive experience in:

1. Monitoring system performance, user activities and, key performance indicators;
2. Issue resolution;
3. End user support;
4. Knowledge transfer;
5. Process verification;
6. Transition to operations;
7. High proficiency in MS Office (Excel, Word, PowerPoint, SharePoint and Teams);
8. Deliver Post Go-Live Stabilisation and Acceptance deliverables to the highest standards; and
9. Effective interpersonal and communication skills, with ability to engage across all staff levels

Schedule K.9: Framework: Records Management

K.9.1 Introduction

This schedule provides Tenderers with details from the CAR Programme Records Management approach and expectations.

The current reality of Records Management within CCT defined on high level in the diagram below.



K.13.2 Business Alignment and Impact

The expected **Business Outcomes and Benefits** from Records Management solution listed below.

- Improved Efficiency:** Making it easier to find and retrieve information, reducing time spent searching for documents and improving overall productivity.
- Legal Protection:** Records serve as evidence of transactions, activities, and decisions, providing legal protection in case of audits, lawsuits, or other official inquiries.
- Enhanced Compliance:** Records management ensures adherence to legal and regulatory requirements, minimizing the risk of fines, legal action, and reputational damage.
- Better Decision-Making:** Access to accurate and timely information facilitates informed decision-making at all levels of the organization.
- Risk Mitigation:** Records management helps protect sensitive information from unauthorized access, loss, or damage through measures like encryption, access controls, and audit trails.

The **impacted Stakeholders** are all CCT employees, vendors, regulatory bodies, citizens, service providers and suppliers. Each group has unique needs and expectations related to records, such as accessibility, privacy, compliance, and efficient processes.

The **potential impacts on other business processes or systems** Records Management solution includes the following capabilities:

- Huge impact to various critical CCT systems like SAP and EPIC as these systems are critical to integration with CCT records management solution(s).
- Impact on 3rd Party systems too as it also integrate with CCT RM solutions(s).

K.13.3 Feasibility and Implementation

The **current technology stack** for Records Management solution includes the following:

1. SAP Folders Management in S/4HANA is the “Like-for-Like” replacement for SAP Public Services Records Management (PSRM).
2. OpenText for SAP HANA is next generation records management solution.

The **Security and Compliance** considerations for Records Management solution are listed below.

- a) Encryption: No encryption required for records. Protect sensitive data both in transit and at rest. HTTPS for records in transit.
- b) Access Control: Implementing role-based access controls and permissions to ensure only authorized personnel can access, modify, or delete records.
- c) Audit Trails: Track all user activities.
- a) Cybersecurity: Implementing cybersecurity measures, such as firewalls, antivirus software, and intrusion detection systems, to protect against cyber threats.

The solution must be **scalable and adaptable** to accommodate future needs.

- a) Must handle increasing data volume, user traffic, and functional demands without performance degradation.
- b) Requires flexibility to integrate with other systems, adjust to varying workloads, and allow for user-specific customizations, all while maintaining performance, security, and compliance standards.

K.13.4 Other Important Considerations

The **Level of Complexity** for Records Management solution are listed below.

- a) Complex due to the need to manage diverse data types, ensure security and compliance, and handle the entire lifecycle of records.
- b) Integration with various systems and technologies.
- c) Scalability, flexibility and accessibility requirements.
- d) Evolving Regulations and Technologies.
- e) Dependency on archiving to prevent costly storage expansions.

K.13.5 Architectural Impact

The below architectural domains are affected:

1. **Business:** Multiple processes for records management (RM) within CCT.
2. **Data:** PSRM, SAP ECC6.9, Content Servers and file server FS01.
3. **Application:** PSRM, Content Servers, SAP CRM and current SAP environments.
4. **Technology:** Corporate Content Servers > 120TB and growing.
5. **Integration Architecture (Interoperability):**
 - a. **Current:** PSRM, SAP ECC6.0, SAP CRM, EPIC Contraventions via SAP ECC6.0 Case solution. eGIS and Content Servers.
 - b. **Future:** Integrate with other CCT systems, external systems of different organisation; or Western Cape Provincial Archives for the long-term preservation of digital records or documents appraised as having archival value.

The **relevant architectural** principles are listed below.

1. **Business Continuity:** This is ability to store records and access to records with ability to stall transactions progressing if not available.
2. **Risk and Cost Driven Architecture (RCDA):** Ability to have legal and reputational impact with real financial losses if; important ensuring that architectural choices are both financially viable and minimize potential negative consequences.
3. **Data as an Asset:** Records need to be carefully organized and managed;
4. **Data is Accessible:** Records are made available to user base as per the respective roles.

The **anticipated user interface** is to store and access records from web and mobile interface.

The **current state** of the relevant architectural domains documented below.

1. **Business:** No legislation or policy directing that these must be a single RM system; but WC Archives only recognised PSRM as official CCT RM system.
2. **Data:** Records stored in PSRM, SAP ECC6.0, SAP CRM, BW, eGIS, FS01, 3 Corporate Content Servers, 1 ISU Corporate Content Server, 1 EPIC Content Server, SharePoint, Local Drives and other storage options.
3. **Application:**
 - a. Multiple systems use PSRM to store records, but other solutions use blob storage within databases or other storage options like servers, SharePoint, Team Site, MySites, or external hard drives.
 - b. Plant Maintenance (PM) module is using SAP Document Management (DMS) and not PSRM.
 - c. Based on rules build in SAP ECC6.0 not all records have file plans and can be stored directly on content server.
 - d. ISU content server has no file plan.
 - e. Business Application solutions (NET, City APPS, etc.) cannot integrate with PSRM.
4. **Integration Architecture (Interoperability):** PSRM integrate with SAP ECC6.0, CRM and Content Servers.
5. **Technology:** Content Servers are provisioned for by IS&T deployed in Corporate Zone in Data Centre;

Every CCT transactional solution is to provide for records management that aligns with CCT Policy, Regulations and Legislation; and caters for the CCT file plan that is centrally maintained.

Schedule K.10: Framework: Archiving

K.10.1 Introduction

The CCT envisions a future where data is a trusted asset that improves public services for all residents. This strategy highlights the importance of ethical data management, ensuring transparency and accountability while prioritising the privacy and security of residents' information, all while making data accessible to various stakeholders.

CCT faces challenges due to the rapid growth of data, such as data overload, cost, and compliance issues. As it moves towards a more sustainable archiving system, it's important to understand the transition from physical to digital archiving. This process involves moving inactive data to dedicated storage for long-term retention, which enhances system performance and preserves vital information.

Archiving is distinct from, yet closely reliant on, Data Migration and Data Cleansing, which will be addressed separately.

K.10.2 Scope of Archiving

For CCT Digital Archiving comprises of the moving structured business transaction data and unstructured data in form of records from the live system to offline or secondary storage.

Archiving must be anchored in a set of core principles that guide implementation.

- Integrity** is essential for ensuring that archived data remains a reliable source over time.
- Accessibility** ensures that authorised users can easily locate and utilise archived data.
- Preservation** focuses on the long-term usability of digital data, addressing challenges like technological obsolescence.
- Authenticity** establishes the trustworthiness of digital records.
- Security** is vital for protecting archived data from unauthorised access and modification.

The data archiving framework consists of six key stages: Discover, Prepare, Explore, Realise-build, Realise-Test and Deploy. Each stage is designed to address specific tasks that guarantee quality, consistency, and alignment with business needs.

	Discover	Prepare	Explore	Realise-build	Realise-test	Deploy
Key Activities	- Prepare SAP Archiving Strategy and High Level Roadmap - Identify the impact of SAP Archiving on existing business processes. - Setup Workshops with Lines of Businesses	- System Analysis - Scope Archive Objects for individual modules - Identify Residence time and Retention period - Identify Archiving selection criteria	- Conduct SAP ILM Archiving Assessment and Document the concept - Finalize the SAP ILM Approach and Strategy documentation - Setup and configure SAP ILM to test the strategy	- Activation of ILM components (Business functions) and services - Setup ILM store DB (Sybase IQ etc) or File System. - Setup Storage connections (DB or File System) - Setup Archiving, Data Retention and Automated Data Destruction.	- ILM store installation and testing - Perform SAP ILM configuration testing - Perform Acceptance test	- Execute archiving runs according to the plan - Monitor the archiving process and resolve any issues - Ensure proper data deletion from the database after successful archiving - Verify the accessibility and integrity of archived data
Key Deliverables & Work Products	- Create the business use case - Showcase ROI and other benefits of archiving	- Create the archiving roadmap and archiving/retention strategy - Document additional infrastructure and software requirements	- Prepare detailed ILM concept that includes data identification, classification, and lifecycle policies - Create a technical design document that outlines the architecture and integration points	- Data Cleansing reports (KPIs and Metrics) - Cleansing execution plan (refined)	- Document Test Scenarios - Document lessons learnt	- Develop training materials and training logistics - Conduct training for the users and Support team - Identify future opportunities to leverage archiving services - Execute archiving closeout procedures

Extract from "Data Archiving & Retention Position Paper" by EY.

K.10.3 MITIGATIONS ARCHIVING CHALLENGES AND RISKS

The CCT recognises that there are challenges and risk for which risk mitigation actions are required.

Challenge	Mitigating Action
Data Volume	The exponential growth of digital information, encompassing everything from transactional records to sensor data and multimedia content, necessitates scalable and cost-effective storage solutions. CCT will need to invest in infrastructure and systems capable of handling this vast amount of data, both for active use and for long term archiving.
Technological obsolescence	Digital file formats, storage media, and software applications become outdated over time, potentially rendering archived data inaccessible. The City's strategy must include proactive measures for digital preservation, such as data migration to newer formats, emulation of obsolete systems, and regular technology watch to anticipate and address these challenges.
Data Security	Implementing and maintaining robust security measures to protect archived data from unauthorised access, modification, or deletion will be crucial. This includes defining clear access controls, employing encryption techniques, and regularly auditing security protocols.
Policies and Procedures	Developing and enforcing consistent policies and procedures across all departments within CCT will be essential for the success of the strategy. This requires clear communication, comprehensive training, and ongoing monitoring of compliance. Establishing clear roles and responsibilities for data management and archiving within each department will also be critical.
Legal and Regulatory Compliance	Consider the potential for legal and regulatory changes that may impact data retention requirements. The policy should be flexible enough to adapt to future legislative amendments and evolving best practices in the field of digital preservation. Regular review and updates of the policy will be necessary to ensure its continued relevance and compliance.

The CCT Archiving Strategy which includes the Data Retention policies will provide the retention. periods and it is the expectation that these can be built into the archiving solution to ensure real-time automated archiving.

Schedule K.11: Framework: Reporting, Data & Analytics

K.11.1 Introduction

Reporting, data and analytics capability must enable CCT to make sense of its vast volumes of data and information, supporting the objectives of the Integrated Development Plan (IDP) and is a key enabler for the City's Data Strategy.

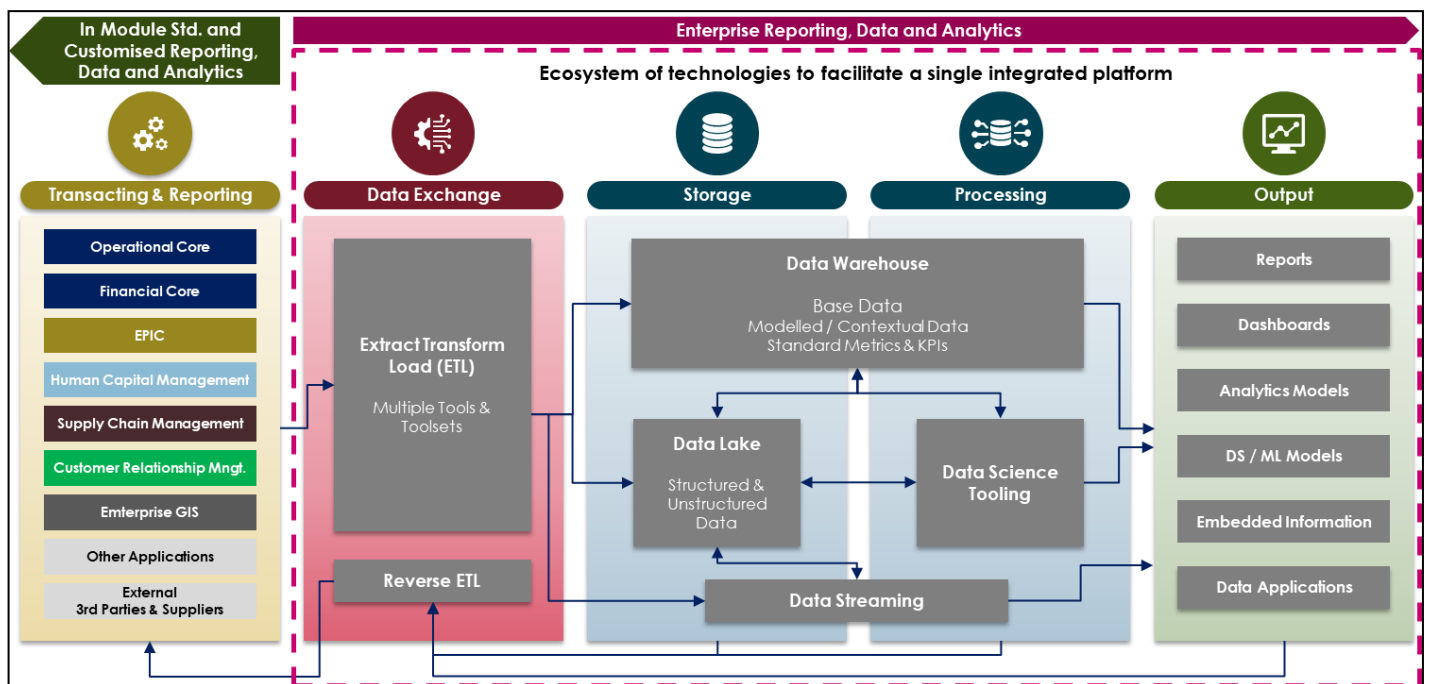
It is the expectation that as far as possible the standard Out-of-the-Box reports, dashboards and analytics capabilities be used.

There is also a requirement to have a common, integrated reporting, data and analytics platform to satisfy CCT requirements and where the individual solutions' reports, dashboards and analytics capabilities are not adequate.

K.11.2 Landscape

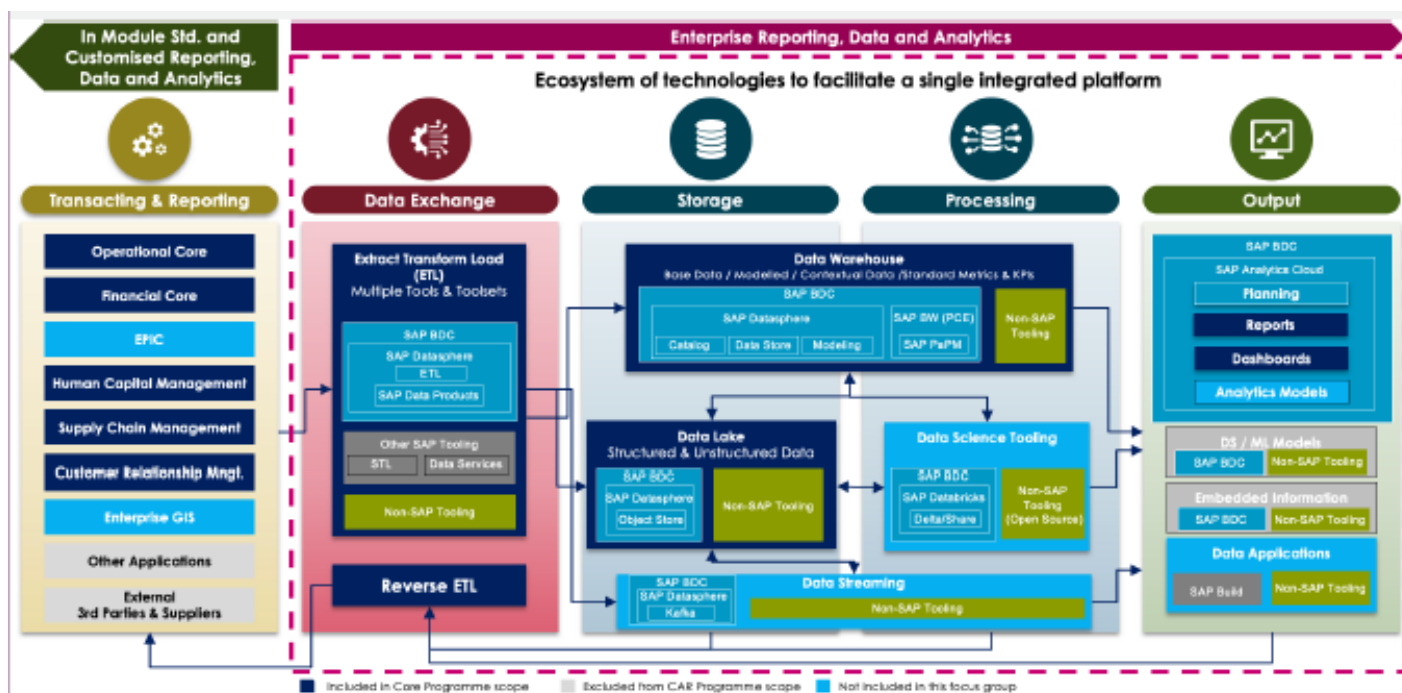
The conceptual technical landscape for reporting, data and analytics depicts anticipated ecosystem for CCT to cater for business needs.

Figure K.11.1 Conceptual Technical Landscape for Reporting, Data & Analytics



Conceptual Technical Landscape for Reporting, Data and Analytics mapping with SAP HANA solution components.

Figure K.11.2 Conceptual Technical Landscape for Reporting, Data & Analytics mapped to SAP Solutions



K.11.3 Technical Principles

- A. **In Module Reporting, Data and Analytics:** Reporting, data and analytics needed to operate a single software application. Comes pre-configured with the software application (structures, definitions).
 1. Data for reporting and analytics that reside within the system as output of transactional processing, with limited integration from other systems.
 2. Reports and analytics are typically specific to a solution component e.g. Finance, Treasury, Procurement, Revenue. Across module reporting, within the same application is also a requirement.
 3. The solution is to includes light touch self service capabilities (e.g. slice & dice, drill-down, drill-through, users calculated Key Performance Indicators (KPIs.)) and basic report layout changes through configuration settings.
 4. The solution is to allow the option to customise (via development lifecycle), but only in exceptional cases and where absolutely necessary.
- B. **Enterprise Reporting, Data and Analytics:** Capability that stands independent from the organisation's transactional software applications, providing the flexibility to access, develop and analyse data, reports and dashboards across, multiple software applications.
 1. An ecosystem of technologies to facilitate a single integrated reporting, data and analytics platform in addition to the 'In Module' capabilities provided with the transactional software applications. Business users can perform dynamic queries and generate sophisticated reports and analytics within context data from multiple software applications, addressing operational, statutory, financial, management, and analytical information needs.
 2. Reduce manual creation and consolidation of global management reports and improve timeliness of information, freeing up more time for analysis.
- C. **Self Service:** Reporting and analysis capability that provides the flexibility to access, control, build and analyse ad-hoc reports, dashboards and data best, suited to a business role.
 1. Provide business users ability to build fewer complex reports avoiding dependency on and cost of service providers.
 2. Extent of functionality will vary across In Module and Enterprise solutions.

- D. **Access & authorisation:** Solution access must be in line with the Identity Life Cycle Management

policies and at minimum adhere to the prescribed enterprise security standards.

- E. **Rationalised tool sets:** Limited tool sets (according to functionality) to reduce up-front training effort, promote transferability, and improve the ability to maintain and reduce support costs. Limited tool sets promote collaboration, user experience and transferability, improves ability to maintain and support, along with reducing long term and immediate overhead. More streamlined for governance and assurance.
- F. **Information consistency and governance:** Leverage data and reporting governance processes, standards, and policies to establish a consistent baseline and ongoing measurement of data quality and reporting.
- G. **Data Landscape:** A common, high-level understanding of where data originates, should be sourced and consumed to avoid duplication, promoting ease of use and consumption of data with an appropriate amount of movement and manipulation.

K.11.4 Expected Outcomes

The CCT standard and custom reports and dashboards currently in use are listed in the Business Requirements Traceability Matrix (BRTM).

For the technical upgrade from Current SAP Solutions to SAP HANA the Authorised Implementing Agent is responsible for migrating all identified reports and ensure they are functioning correctly in the SAP HANA environment. Consideration to be given to the following:

- a) RICEFW statistics in under Schedule L section L2.2 RICEFW Overview on volume of customised reports.
- b) Where standard SAP HANA replace custom developed report or dashboard adopt the standard.
- c) Where current report or dashboard cannot be remediated and no standard SAP HANA functionality exist to replace confirmation during Detail Design workshops will confirm way forward.

Schedule K.12: Framework: Workflow

K.12.1 Introduction

This schedule provides Tenderers with details from the CAR Programme Workflow expectations.

K.12.2 Expected Outcomes

It is expected that the approach for workflows includes detail analyse of the Current SAP Solutions workflows to build understanding of use and migration options for SAP HANA. Where possible the standard pre-configured workflows are to be used and unused workflows removed from the technical migration scope.

The CCT standard and custom workflows are listed in the Business Requirements Traceability Matrix (BRTM).

For the technical upgrade from Current SAP Solutions to SAP HANA the Authorised Implementing Agent is responsible for migrating all identified workflows and ensure they are functioning correctly in the SAP HANA environment. Consideration to be given to the following:

- a) RICEFW statistics in under Schedule L section L2.2 RICEFW Overview on volume of customised workflows.
- b) Case Management solutions have custom built workflows, including tables and views, to drive the decision making and circulation processes.
- c) CCT anticipate transitioning to flexible workflow.
- d) Where standard SAP HANA replace custom developed workflows adopt the standard.
- e) Where current workflows cannot be remediated and no standard SAP HANA functionality exist to replace confirmation during Detail Design workshops will confirm way forward.

The principle of skills and knowledge transfer is very important to ensure the CCT workflow team can continue to set-up and maintain workflows.

Schedule K.13: Framework: EPIC Contraventions

K.13.1 Introduction

This schedule provides Tenderers with details from the CAR Programme Post Go-Live Stabilisation and Acceptance Implementation Service framework.

K.13.2 Business Alignment and Impact

The expected **Business Outcomes and Benefits** from EPIC Contravention solution listed below.

- d) Using technology to strengthen policing and reduce crime.
- e) Increase enforcement success rate by providing field offices mobile solution to improve quality information and evidence captured.
- f) Issue electronic notices in the field.
- g) Improve staff efficiency for capturing and issuing notices when in the field.
- h) Increase amount of correct court submissions through guided data and evidence capturing as well as data verification.

The **impacted Stakeholders** are the Safety & Security departments: Traffic Services, Metro Police and Law Enforcement Services are the key stakeholders involved. The Fire Services also use the EPIC Contraventions solution.

The **potential impacts on other business processes or systems** EPIC Contraventions solution includes the following capabilities:

- a) EPIC request for services is initiated from the EPIC Solution;
- b) Provides for a Mobile EPIC Contravention capability including ability to print contravention tickets when in the field;
- c) EPIC Contravention initiated from Request for Services (RFS) from EPIC CRM or EPIC Mobile solution.

K.13.3 Feasibility and Implementation

The **current technology stack** for EPIC Contraventions includes the following:

1. EPIC Contravention mobile technology (Angular v8.2.14 and Ionic v5) are both End-of-Life and require upgrade to latest versions.
2. EPIC Contraventions case management functionality is part of SAP ECC which is End-of-Life December 2027 with extended SAP Support available till end December 2030.
3. EPIC Contraventions integrates with EPIC solution which is SAP CRM also End-of-Life December 2027 with extended SAP Support available till end December 2030. This will be replaced by new EPIC solution.
4. EPIC Contraventions integrates with EPIC 1 Mobile solution for which technology (Angular v1 and Ionic v5) will be replaced by new EPIC solution.

The **Security and Compliance** considerations for EPIC Contraventions solution are listed below.

1. **Encryption:** Protection of sensitive information in transit and rest. No encryption required for records but use of HTTPS for records in transit. Data in transit to adhere to IS&T Security Framework standards.
2. **Access Control:**
 - a. Role-based access control and permissions.
 - b. Mobile devices and mobile printers to follow IS&T security standards.

3. **Audit Trails:** Track all user activity.
4. **Cybersecurity:** Adhere to IS&T security framework.

K.13.4 Other Important Considerations

The Regulatory or Compliance considerations for EPIC Contraventions solution are listed below.

1. **Environmental:** vegetation clearance and bushfire risk minimization
2. **Regulatory:** Request for Notice Compliance
3. **Statutory:** Continually evolving Work
4. **Integration:** Future with AARTO

The **Level of Complexity** for EPIC Contraventions solution are listed below.

1. Future integration with national AARTO implementation
2. Complex integration with SAMRAS and 3rd Party Payment Channels

K.13.5 Architectural Impact

The below architectural domains are affected:

1. **Business:** Single EPIC Contraventions process that integrate with Legal process if going to court.
2. **Data:** Contraventions, Representation and Impoundments.
3. **Application:** Mobile Solution migrating with EPIC SAP CRM system and SAP ECC6.0-.
4. **Technology:** Make use of Mobile solution developed on Angular v8 that integrates with Mobile printers
5. **Integration Architecture (Interoperability):** Integrate from and to Contravention Mobile solution and SAP ECC via EPIC SAP CRM solution.

The **relevant architectural** principles are listed below.

1. **Business Continuity:** This is ability to print notices when in field, store and access records from mobile and back-end system.
2. **Risk and Cost Driven Architecture (RCDA):** Ability to have legal and reputational impact with real financial losses if; important ensuring that architectural choices are both financially viable and minimize potential negative consequences.
3. **Data as an Asset:** Records needs to be carefully organized and managed.
4. **Data is Accessible:** Records are made available to user base as per the respective roles.

The **anticipated user interface** is ability to store and access records from web and mobile interface; as well as access to mobile printers.

The **current state** of the relevant architectural domains documented below.

1. **Business:**
 - a. For traffic and selected By-Law contraventions this processing is currently performed by an external Service Provider
 - b. Still use books to issue handwritten notices that must be captured in system after the fact.
2. **Data:** Stored on Mobile and SAP ECC with Records on EPIC Content Server.
3. **Application:**

- a. SAP ECC6.0 Case Management
- b. EPIC Contravention mobile Angular v8 solution with understanding that with versions v2 to v14 are no longer supported.
- c. Business Objects (BOBJ) for Reporting

4. Integration Architecture (Interoperability):

- a. Use SAP EPIC CRM system as pass through to integrate from Mobile solution to SPA ECC.
- b. SAP ECC Case Management integrate with SAMRAS and 3rd Party Payment Channels
- c. GrapeVine for messages.

5. Technology:

- a. EPIC Contravention mobile Angular v8 out of life for last 8 years with understanding that with versions v2 to v14 are no longer supported. Ionic also out-of-life and require replacement.
- b. EPIC Content Server that will be replaced by new EPIC solution and infrastructure.

The Emergency, Policing and Incident Control (EPIC) Contraventions functionality is built on SAP ECC and mobile capability with integration to the EPIC solution. CCT is going to market for a separate EPIC tender to replace the current EPIC solution with tender scope including contraventions. CCT made the decision to also include the contraventions scope as optional in this tender to provide CCT the ability to make decision on transitional plan for EPIC contraventions at a later stage.

Annexure L – SAP Assessments and Current SAP Environments

L.1 Introduction

This schedule provides Tenderers high level oversight, as information only, of CCT Readiness Work at time of publishing this tender.

Details of the following SAP Assessments are included to provide insight into the Current SAP Solutions deployment at CCT.

1. SAP Readiness Assessment
2. Renewal path to HANA, Security assessment and Code Quality for SAP ABAP (ReSQ) Assessment

L.2 City of Cape Town Readiness Work (for information only)

The ERP Support Centre (the ESC) has been working through the SAP Readiness Report, and several readiness initiatives are already underway to prepare the City of Cape Town for the migration from Current SAP Solutions to SAP S/4HANA. These activities are being delivered internally by the ESC and are not in scope for the Authorised Implementing Agent They are included here only to provide context on the City's readiness status.

The key ESC-led readiness workstreams are:

1. Custom Code Remediation (CCR)
2. Business Partner Customer-Vendor Integration (CVI)

L.2.1 Custom Code Remediation (CCR)

Background: Since 2002, the City has developed numerous custom programs and enhancements in SAP ECC. Over time, evolving needs resulted in obsolete developments, duplication, and fragmented code bases, many without consideration for S/4HANA upgrades.

Objective:

- a. Identify and remove obsolete custom codes and programs.
- b. Consolidate remaining code to eliminate duplication.
- c. Ensure all retained custom code complies with S/4HANA standards.

Approach & Timeline: Using SAP tools and in-house developed programs, the ESC is analysing, consolidating, and remediating custom code. Estimated duration: 18–24 months, with completion by 30 June 2026.

L.2.2 Business Partner Customer-Vendor Integration (CVI)

Background:

The City's original SAP implementation (2002) established Accounts Receivable, Accounts Payable, and ISU modules, with customer, vendor, and BP records created in a non-integrated way.

With the implementation of CRM in 2008, the Business Partner object was introduced as the master, supporting a single view of the citizen. Linking exercises were undertaken, but not all records could be mapped.

Objective:

- a. Create business partners for customers and vendors not yet linked.
- b. Synchronise and harmonise customer, vendor, and BP master data.
- c. Correct master data-related errors identified during the process.

Approach & Timeline: The ESC has embarked on BP CVI implementation. Errors are being corrected programmatically. Estimated duration: 9–12 months, with completion by 30 June 2026.

L.3 Note to Tenderers

These readiness activities are already in progress and will be completed by the ESC. Tenderers must not include them in their submissions.

Schedule L.1 – SAP Readiness Assessment Extract

L.1.1 Introduction

This schedule provides Tenderers with details of the SAP Readiness Assessment Extract.

L.1.2 System Landscape Overview

L.1.2.1 Enterprise Resource Planning (ERP)

A. System Overview

Product Version: SAP ERP 6.0 EHP8 (System ID: RP1)

Database: Oracle (Unicode-compliant)

Operating System: AIX 7.3, SAP Kernel 753

Analysis Date: February 2026

Database Size at time of Assessment: 48TB

B. Database and HANA Sizing Overview:

From the SAP Readiness Check for SAP S/4HANA Conversion (RP1) as at February 2026, the target system sizing is summarised as follows:

Item	Estimated Size	Notes
Anticipated Initial Memory Requirement (HANA)	~17 TB	Based on SAP Note 1872170 sizing simulation (/SDF/HDB_SIZING).
Initial Net Data Size on Disk (HANA)	~22 TB	Includes column-store, hybrid LOBs, and workspace.
Analysed Tables	115,069	
Estimated Data Growth	± 10 % per annum	To be confirmed during detailed design.

The sizing estimates reflect the anticipated system requirements following the conversion to SAP S/4HANA, factoring in compression and data layout changes.

NOTE: The database size at time of going to market with this tender is **38.2TB** and estimated target sizing for future database will reduce accordingly.

A. Simplification Items (ERP)

The SAP Readiness Assessment identified **734** simplification items, of which:

- a. **569** are not relevant
- b. **143** are relevant
- c. **22** require manual verification

L.1.2.2 SAP ERP HCM (EHP7) Readiness Summary

This annexure provides a high-level overview of the City's SAP ERP Human Capital Management (HCM) environment, based on the **SAP Readiness Check for SAP SuccessFactors Solutions (HCM) analysis**

completed on 20 December 2024. It summarises the system version, data volumes, organisational structures, usage footprint, and custom objects identified.

A. System Overview

System: SAP ERP HCM

Version: SAP Enhancement Package 7 for SAP ERP 6.0

Analysis Date: 20 December 2024

Scope: Employee master data, personnel administration, time management, organisational management, payroll, custom code and configuration.

B. Employee Master Data Footprint

The employee data footprint is extensive and central to the HCM landscape.

Total employees: 231,097

Active employees: 52,891

Countries: 2

Key high-volume infotypes:

- a. Personal Data (0002) – 286k records
- b. Basic Pay (0008) – 1.3 million
- c. Recurring Payments/Deductions (0014) – 1.68 million
- d. Additional Payments (0015) – 4.7 million
- e. Absences (2001) – 12.7 million
- f. Attendances (2002) – 30 million
- g. Time Wage Types (2010) – 21 million

C. Human Resources Administrative Structure

The HCM structure spans all directorates and operational environments across the City.

Company and Payroll Structure

- a. Company Codes: 2 (primary: COCT)
- b. Payroll Areas: Monthly, fortnightly and non-payroll categories

Employee Groups and Subgroups

A wide mix of employee categories exist, including:

- a. Permanent staff, temporary staff, councillors, pensioners
- b. EPWP workers, students, contract workers and specialised categories

Personnel Areas

Multiple personnel areas and subareas representing all City departments, such as:

- a. Water & Sanitation
- b. Electricity & Energy
- c. Safety & Security

- d. Community Services
- e. Human Settlements
- f. Transport
- g. Finance

D. Key Process Volumes

Large volumes are recorded across core HR processes:

- a. **Payroll results:** 74.4 million
- b. **Time evaluation data (PDC):** over 23 million
- c. **Personnel actions:** more than 793,000
- d. **Personnel calendar entries:** more than 833,000

E. Organisational Management

The Organisational Management (OM) structure is large and heavily populated.

- a. **Organisational Units:** 8,368
- b. **Positions:** 82,466
- c. **Jobs:** 946
- d. **Central Persons:** 268,739
- e. High-volume OM table relationships exceeding one million records, covering reporting lines, assignments, responsibilities and EPWP structures.

F. HCM Data Footprint Overview

Significant data volumes exist across:

- a. Absence, attendance and quota management
- b. Payroll clusters
- c. Personnel administration
- d. Time management
- e. Travel management
- f. ESS/MSS-related tables

G. Custom Objects

A wide range of custom developments are present in the HCM environment:

- a. Custom infotypes and infotype enhancements
- b. Payroll and time management custom rules/functions
- c. Dynamic actions
- d. Custom interfaces and mass data utilities
- e. WebDynpro and report variants used for HR administration

L.1.2.3 SAP CRM 7.0 (EHP4) Readiness Summary

This annexure provides an overview of the City's SAP CRM 7.0 (Enhancement Package 4) environment based on the **SAP Readiness Check for SAP Customer Experience Solutions (RCX) completed on 12 December 2024**. It summarises the current CRM footprint, major data volumes, custom code, add-ons and active business functions.

A. System Overview

Product version: SAP CRM 7.0 EHP4

Analysis date: 12 December 2024

Assessment scope: Usage profile, data volumes, custom code, add-ons and business functions

B. Key Functional Areas in Active Use

- a. Interaction Center (IC WebClient)
- b. Service Request, Incident and ITSM processing
- c. Activity Management (tasks, emails, interaction logs)
- d. Business Partner master data
- e. Products and organisational management

C. High-Volume Data Objects

- a. **Organisational Data (transactional data):** approximately 63 million records
- b. **Interaction Logs:** approximately 61 million records
- c. **Service Requests / Incidents:** approximately 21.6 million records
- d. **Business Partners:** approximately 3.2 million records
- e. **Additional high-volume objects:** tasks, emails and product data

D. Custom Code Footprint

- a. Multiple BSP enhancements across Service Orders, Activity Management, Categorisation, Business Agreements and Organisational Management
- b. Custom ABAP objects including programs, classes and function groups across various CRM areas

E. Custom Fields and Custom Tables

- a. Numerous custom fields within the Service Incident business object
- b. Wide range of custom Z-tables, including some with high record volumes (e.g., ZBC_MSGT_LOG)

F. Add-Ons Installed

- a. CRM_RE 100 – CRM Real Estate Integration 1.0
- b. GRCPINW V1100_731 – SAP GRC 10.1 Plug-in for NetWeaver 7.31

G. Active Business Functions

The following business functions are active in the SAP CRM 7.0 (EHP4) system:

- a. /CRMRE/CRM_RE_1
- b. /IPRO/FND_DOCB_CC
- c. /IPRO/FND_DOCB_WORD2007
- d. /IPRO/FND_DOCUMENT_BUILDER
- e. CRM_ANA_BOB
- f. CRM_IC_CEBP
- g. CRM_IC_INBOX
- h. CRM_IC_TUI
- i. CRM_INF_1
- j. CRM_KA_CI_2
- k. CRM_MKT_CPG_WIZARD
- l. CRM_RMD
- m. ENFEI_CHONG_TRICK
- n. FND_ANALYTICS_TOOLS
- o. UI_FRW_1

Schedule L.2 – Current SAP Solutions Customisation

L.2.1 Introduction

This schedule provides Tenderers with details of the Current SAP Solutions Customisation from ReSQ Assessment and RICEFW analysis performed by the CCT ESC team.

L.2.2 RICEFW Overview

The City of Cape Town's RICEFW (Reports, Interfaces, Conversions, Enhancements, Forms & Workflow) register provides a snapshot of the current active customisations, enhancements, and developments across the SAP landscape as of 27 October 2025, forming part of the City's transition to the S/4HANA and SAP HANA Cloud solutions.

The RICEFW items are grouped by SAP module to maintain traceability and alignment with functional areas, in line with the CCT's Focus Group structure of the CORE Plus project. It should be noted that this register is subject to ongoing review and may change as the programme progresses and requirements are refined closer to implementation.

The tables below list the customised transactions from the SAP Environments. See Table L.3.2 Current SAP Environments for the list of CCT Environments relevant to the scope of this tender..

Table L.2.1 Enterprise Resource Planning (ERP)

		F1 / F3 / F4 / F12	O1c / O1b / O1d	O2 / O3	F5 / F6		F7		F8 / F9 / O1c		HCM / F10		O5
		SAP ECC6.0											
		FI	PM	RE	ISU	Busin ess Partn er	PPM	PS	MM	HR	Cross Func tional	Case Mngt	
Core ABAP Development	Programs	268	153	541	534	63	133	22	167	348	42	150	
	Function Groups and Modules	139	366	371	272	103	130	51	11	0	77	403	
	Classes	56	74	203	145	5	1221	6	47	217	73	1437	
Enhancements & Extensions (E)	CMOD	3	18	0	21	0	0	0	5	6	0	0	
	New BADIS	0	10	18	8	0	42	0	0	18	0	87	
	Classic BADIS	3	4	0	6	2	5	2	0	47	4	19	
	Enhancements Spots	1	0	0	0	0	22	0	0	0	0	9	
Web & Interface Development	RFC's	1	0	9	55	41	0	0	0	32	70	28	
	WEBDYNPRO	2	0	0	0	0	175	0	0	38	0	0	
	BSP APPLICATIONS	0	10	0	0	0	0	0	0	9	0	0	
	BSP EXTENSIONS	0	0	0	0	0	0	0	0	0	0	0	
	SICF	4	26	6	2	0	137	0	0	74	0	12	
	SOAMANAGER	0	0	0	0	0	0		0	0	0	0	
Forms (F)	SAP Scripts	5	16	21	65	0	0	0	4	35	0	0	
	Adobe forms	8	1	49	46	0	13	0	0	54	0	54	
	Smartforms	5	1	88	82	1	0	0	0	82	0	16	

		F1 / F3 / F4 / F12	O1c / O1b / O1d	O2 / O3	F5 / F6		F7		F8 / F9 / O1c	HCM / F10		O5
		SAP ECC6.0										
		FI	PM	RE	ISU	Busin ess Partn er	PPM	PS	MM	HR	Cross Func tional	Case Mngt
Data Dictionary Objects	Tables	17	3	1	26	53	0	0	0	39	0	251
	Views	1	1	23	10	9	329	0	0	4	0	79
Workflows (W)		5	23	65	8	0	16	8	1	28	34	341
Total		518	706	1395	1280	277	2223	89	235	1031	300	2880
		10 934										

Table L.2.2 Other SAP Systems

		G4	O6	CRM SM / CRM CI	
		SAP e- Services	SAP GRC	SAP CRM	SAP PSRM
		e-Services	GRC	CRM	PSRM
Core ABAP Development	Programs	0	12	52	482
	Function Groups and Modules	13	0	153	1158
	Classes	0	0	1495	2378
Enhancements & Extensions (E)	CMOD	0	0	0	0
	New BADIS	0	0	12	50
	Classic BADIS	0	0	200	149
	Enhancements Spots	0	0	3	0
Web & Interface Development	RFC's	39	1	0	0
	WEBDYNPRO	0	2	0	2
	BSP APPLICATIONS	0	0	80	0
	BSP EXTENSIONS	0	0	0	0
	SICF	0	0	0	0
	SOAMANAGER	0	0	0	0
Forms (F)	SAP Scripts	0	0	1	1
	Adobe forms	0	0	2	92
	Smartforms	0	0	2	13
Data Dictionary Objects	Tables	0	0	279	4238
	Views	0	0	67	537
Workflows (W)		2	0	3	169
Total		54	15	2349	9269

Table L.2.3 SAP BW

Classification	Categories	Description	Current Datasource positioning.	Total
Whitelisted	DS working - no restrictions	DataSource is available with SAP S/4HANA and works without any restrictions compared to ERP	773	773
	DS working – regeneration of extractor and check of BW content based on this DS is needed	DataSource is working, but because of data model changes, it is recommended to check the upward dataflow.	0	
	DS working – future deprecation planned/expected	DataSource is working, see referred note for more details.	0	
Generated DS	DS working - no restrictions	DataSource is available with SAP S/4HANA and works without any restrictions compared to ERP. However, as those are generated in customer systems, SAP cannot grant the status "whitelisted"	0	0
Not Whitelisted	DS working - restrictions	DataSource is available with SAP S/4HANA but works with noteworthy restrictions; e.g. not all fields are available	4	34
	DS not working - alternative planned	DataSource is not working with SAP S/4HANA but equivalent available on roadmap for future release	30	
Deprecated	DS obsolete	DataSource is obsolete - legacy extractors (in ERP but never intended to be used!)	16	36
	DS not working - no alternative exists	DataSource is not working with S/4 but no alternative exists	20	
	DS not working - alternative exists		0	
Not Relevant for BW Extraction	DS not relevant	Datasource is available in ROOSOURCE, however, not to be used for extraction by BW.	3	3
Custom Datasources	Created by Customer	Using either tables or Function Modules	485	485
				1331

L2.3 SAP Mobile Solutions

The are 28 SAP Mobile Solutions with high-level breakdown per technology in **Table L.2.4** and list of mobile solutions with more detail in **Table L.2.5**.

Table L.2.4 SAP Mobile Solutions Total per Technology

Technology	Number of Mobile Solutions
Agentry	15
SAPUI5	9
Angular / Ionic	3
Android-native (no framework)	1
Total	28

Table L.2.5 SAP Mobile Solutions Details

No.	Solution	Implementation Component	Complexity	Date Implemented	UI Technology	API Technology	Middleware	OS	Device Type	Number of Users
1	Asset Verification	F1 – Finance	Medium	2018/01/01	SAPUI5 HTML Container	OData	None	Andriod	Trimble	300
2	Barcode Printing (HEAP)		Low	2022/06/01				Andriod	Phone	8
3	City Reads	Revenue Management (F5) Billing an Invoicing (F6)	Medium	2017/07/01	Agentry	Agentry Java	SAP Mobile Platform	Andriod	Phone	250
4	Development Application Management System (DAMS)	Property Value Chain (O2) Real Estate (O3)	High	2022/07/22	SAPUI5	OData	None	Andriod	S Cover 8	150
5	Device Activities for Water (Meter Services)	Revenue Management (F5) Billing an Invoicing (F6)	Medium	2020/11/01	SAPUI5 HTML Container	RESTfull API	None	Andriod	Phone	380
6	Corrective Maintenance for Energy	Repairs and Maintenance (O1b)	High	2018/03/01	Agentry	Agentry Java	SAP Mobile Platform	Android	Tablet	458
7	First Line Response for Energy	Revenue Management (F5) Billing an Invoicing (F6) Repairs and Maintenance (O1b)	High	2014/06/01	Agentry	Agentry Java	SAP Mobile Platform	Android	Tablet	458
8	Inspections for Energy	Repairs and Maintenance (O1b)	High	2015/12/01	Agentry	Agentry Java	SAP Mobile Platform	Android	Tablet	
9	Preventative Maintenance for Energy	Repairs and Maintenance (O1b)	High	2016/02/01	Agentry	Agentry Java	SAP Mobile Platform	Android	Tablet	458
10	Environmental Health Modernisation	Property Value Chain (O2) Real Estate (O3)	Medium		SAPUI5	OData				
11	EPIC 2 Contraventions	EPIC Contraventions (09)	High	2022/06/23	Ionic & AngularJS HTML Container	RESTfull API	None	Android	Phone	
12	EPIC Contraventions	EPIC Contraventions (09)	High	2022/06/23	Ionic & AngularJS HTML Container	RESTfull API	None	Android	Phone	3970
13	EPIC Mobile (Incident Management)	EPIC Contraventions (09)	High	2016/11/01	AngularJS HTML Container	OData	None	Android	Tablet	1600
14	Facility Booking (Real Estate)	Property Value Chain (O2) Real Estate (O3)	Medium	2020/10/20	SAPUI5	OData	SAP Mobile Platform	Andriod	Phone	165
15	Fleet Management Information System (FMIS)	Fleet Management (O1d)	Medium	2019/06/01	SAPUI5 HTML Container	OData	None	Android	Tablet	40
16	HR Everywhere Online (Time & Pay) (HERO)	Human Capital Management (HCM)	Medium	2022/05/30	SAPUI5 HTML Container	SAP Gateway & Odata	SAP Gateway & Odata	Andriod	Phone	80

17	Informal Trading Permit System ITPS	Property Value Chain (O2) Real Estate (O3)	Medium		SAPUI5	Odata	SAP Mobile Platform	Andriod	Phone	25
18	Outage Management System (OMS) for Energy	Repairs and Maintenance (O1b)	Medium	2022/12/01	Agentry	Agentry Java	SAP Mobile Platform	Android	Tablet	0
19	Public Housing Mobile Application	Repairs and Maintenance (O1b)	Medium		Agentry	Agentry Java	SAP Mobile Platform	Andriod	Phone	150
20	Revenue Protection (Electricity)	Revenue Management (F5) Billing an Invoicing (F6) Repairs and Maintenance (O1b)	High		Agentry	Agentry Java	SAP Mobile Platform	Android	Tablet	458
21	RIMA (Reactive Incident Management)	Repairs and Maintenance (O1b)	High	2018/01/01	Agentry	Agentry Java	SAP Mobile Platform	Android	Tablet	265
22	Reactive Incident Management Application 2.0 (RIMA2)	Repairs and Maintenance (O1b)	High	2022/06/01	Agentry	Agentry Java	SAP Mobile Platform	Andriod	Tablet	450
23	RIMA 2.1 Upgrade	Repairs and Maintenance (O1b)	Medium		Agentry 6.6	Agentry Java	SAP Mobile Platform	Andriod	Phone	0
24	Reactive Incident Management Application 3.0 (RIMA3)	Repairs and Maintenance (O1b)	High		Agentry 6.6	Agentry Java	SAP Mobile Platform	Andriod	Phone	0
25	Transport Asset Management System (TAMS)	Repairs and Maintenance (O1b)	Medium	2017 Nov	SAPUI5 HTML Container	OData	SAP Mobile Platform	Andriod	Tablets	350
26	Water Pollution Control (WPCMS)	Repairs and Maintenance (O1b)	High		Agentry	Agentry Java	SAP Mobile Platform	Andriod	Phone	550
27	Water Engineering Maintenance Application (WEMA)	Repairs and Maintenance (O1b)	High	2018/11/01	Agentry	Agentry Java	SAP Mobile Platform	Android	Tablet	250
28	Water Engineering Supervisor Application (WEZA)	Repairs and Maintenance (O1b)	High	2018/02/01	Agentry	Agentry Java	SAP Mobile Platform	Android	Tablet	50
29	Disconnection / Reconnection for Energy	Revenue Management (F5) Billing an Invoicing (F6)								
30	Internal Cost Recovery	Finance (F1)								
31	Meter Replacement Project for Energy	Revenue Management (F5) Billing an Invoicing (F6)								
32	Vending Mobile Solution for Energy	Revenue Management (F5) Billing an Invoicing (F6)								

Schedule L.3 – Existing SAP Licenses and Deployment Details

L.3.1 Existing SAP Modules (Licenses)

The table below depicts the SAP components in use by CCT at time of publishing this tender.

Table L.3.1 Existing SAP Modules (Licenses)

SAP System (ECC6 or S/4HANA)	System		Subsystem
ECC6	FI	Financial Accounting	General Ledger
			Accounts Payable
			Accounts Receivable
			Asset Accounting
			Bank Accounting / Ledger
			Special Purpose Ledger
			Funds management
			Travel Management
			Treasury Management
			Withholding Tax (TDS)
	CO	Controlling	Overhead Cost
			Product Cost Accounting
			Profitability Analysis
			Cost Element Account (CEL)
			Cost Center Account (CCA)
			Internal Orders
			Product Cost Controlling (PC)
			Activity-Based Costing
	PS	Project System	Project Planning
			Project Preparation
			Project Tracking
			Project Reporting
			Project Costs
			WBS Elements
	MM	Materials Management	Purchasing
			Inventory Management (IM)
			Invoice Verification
			Material Requirement Planning (MRP)
			Logistics Information System
	SD	Sales & Distribution	Sales
			Billing or Invoice generation
			Bills of Material (BOM)
			Sales Information system / Logistics Information System
			Credit Control
	QM	Quality Management	Planning
			Process Inspections
			Notifications of Quality
			Quality Control
			Test Equipment

SAP System (ECC6 or S/4HANA)	System		Subsystem
			Quality certifications
			General Functions
	PM	Plant Maintenance	Maintenance planning
			Preventive Planning
			Service Management
			Predictive Maintenance
			Project Maintenance
	CS	Customer Service	
	EHS	Environment, Health & Safety	
	SRM	Supplier Relationship Management	N/A
	PLM	Product Lifecycle Management	
	FSSCM	Financial Supply Chain Management	Credit Management
			Cash & Liquidity Management
			Treasure and Risk Management
			Collections Management
			Payments
			Dispute management
	APO	Advanced Planning & Optimization	
	HCM	Human Capital Management (formerly: HR)	Organizational Management
			Personnel Administration
			Recruitment
			Payroll
			Travel Management
			Personnel Management
			Time Management
			Compensation Management
			Learning (LSO)
			Wages
			Personnel Development
			Workforce Administration
	IS	Industry	Automotive
			Healthcare
			Media
			Public Sector
			Retail
			Telecommunication
			Utilities
			Real Estate
			Oil & Gas
	FS	Financial Services	Business Partner
			Collateral Management
			Consumer, Corporate Mortgage Loans
			Claim Management
			Policy Management
			Collection & Disbursement
			Incentive / Commission Management

SAP System (ECC6 or S/4HANA)	System		Subsystem
			Reinsurance
	WF	Workflow	
	BC	Basis Components	Enterprise Content Management
			Security
			ABAP Runtime Environment
			Entire Component
	MII	SAP Manufacturing Integration & Intelligence	
	RE	Real Estate Management	Basic Data
			Business Partners
			Rental
			Input Tax Treatment
			Third-Party Management
			Correspondence
			Real Estate Controlling
			Real Estate General Contract
			Information System
			Flexible Real Estate Management
	SFA	Salesforce Automation (SFA)	
	ITS	Internet Transaction Server (ITS)	
	PPM	Portfolio and Project Management	
	TR	Treasury	
	PLM	Product Life Cycle	
	GRC	Governance, Risk and Compliance	Access Control
			Process Control
			Risk Management
	BI	Business intelligence	Reporting, analysis, and dashboards
	CRM	Customer Relationship Management	
	EP	Enterprise Portal	
	SM	SAP Solution Manager	
	PO	Process Orchestration (formerly PI / SAP-XI)	
	ESS	Employee Self-Services	
	MSS	Manager Self-Services	
Business Warehouse S/4/HANA	BW	Business Warehousing	Business Content and Extractors
			Business Explorer
			DWC integration to BW
			Expanded Infrastructure
			General Content & Tools
			Planning
			BW Integration of Reporting User Interfaces
			Basis System and Installation
			Warehouse Management

L.3.2 City of Cape Town SAP Environments

The City of Cape Town maintains three primary SAP environments to support ongoing development, project implementation, testing, and training activities. These environments are structured to ensure system stability, proper governance, and effective segregation of duties throughout the SAP landscape.

L.3.2.1 Production Landscape

The Productive Landscape consists of three tiers - Production, Development, and Quality Assurance (QA) systems.

- a) **Production Systems:** Host live transactional data and support day-to-day business operations across all core SAP modules, including ERP, PSRM, CRM, eServices, BW, HR, IS-U, Real Estate, Plant Maintenance and others.
- b) **Development Systems:** Used for configuration, enhancements, and technical development (custom code, forms, workflows, and interfaces).
- c) **Quality Assurance Systems:** Serve as the testing and validation layer before transport to production, ensuring stability and compliance with change-management procedures.

This landscape supports integrated processes across the City's enterprise functions and forms the backbone of operational service delivery.

L.3.2.2 Projects Landscape

The Projects Landscape provides a separate environment for active implementation and upgrade projects.

- a) It includes **Project Systems Development** and **Project Systems Quality Assurance** tiers, where new functionality, modules, and enhancements are designed, built, and tested before deployment into the productive landscape.
- b) This separation enables concurrent development and project activities without disrupting day-to-day production operations.
- c) The Projects Landscape is aligned with the City's multi-track SAP deployment model as defined in Annexure L (SAP Assessments and Current SAP Environments).

L.3.2.3 Training Environment

The Training Environment (Training System QA) supports knowledge transfer, user enablement, and competency building across the SAP ecosystem.

- a) It provides a stable, sandbox-style system replicating key business processes for end-user and technical training.
- b) Training data and scenarios mirror the productive system to ensure realistic learning experiences.
- c) Additional supporting systems such as DVM (Data Volume Management) and RDS (Sandpit) are available for optimisation, demonstration, and simulation purposes.

L.3.2.4 Current SAP Environments

The table below depicts the deployed environments per SAP landscape at CCT at time of publishing this tender. The 4 (four) EPIC environments are out of scope of the CORE Plus project; as is

Table L.3.2 Current SAP Environments

No.	Environment	Productive Landscape			Projects Landscape		Training Environment	Other
		Production	Development Systems	Quality Assurance Systems	Project Systems Development	Project Systems Quality Assurance	Training System (QA)	
1	Enterprise Resource Planning (ERP)	RP1	RD1	RQ1 RQ2	SPD	SP1	TR3	DVM RDS
		r3pdb01	r3dci01	r3q1db01	spdci01	sp1db01	tr3ci01	
2	Public Sector Records Management (PSRM)	NXP	NXD	NXQ	SXD	SXQ	TNX	
		nxpci01	nxdci01	nxqdb01	sxdci01	sqpci01	tnxci01	
3	Customer Relationship Management (CRM)	CRP	CRD	CRQ	SCD	SCQ	TCR	
		crpdb01	crddb01	crqdb01	scdci01	scqci01	tcrci01	
4	Internal Portal	NAP NPP	NAD NPD	NAQ NPQ	NPS		TNA TNP	
		napdb01	nadci01	naqdb01	nepsci01			
5	External Portal	EAP EPP	EAD EPD	EAQ EPQ	SAD SED	SAQ SEQ		
		eapdb01	epdci01	epqci01	sedci01	seqci01		
6	EPIC Incident Case Management (ICM)	XIP	XID	XIQ	Out of scope for this project			
		xipdb01	xidci01	xiqdb01				
7	EPIC Customer Relationship Management (CRM)	XCP	XCD	XCQ	Out of scope for this project			
		xcpdb01	xcddb01	xcqdb01				
8	EPIC Mobile	XMP	XMD		Out of scope for this project			
		gwd-edcxmp-db01						
9	EPIC Business Intelligence (BI)	XOP		XOQ	Out of scope for this project			
		xopdb01		xoqdb01				
10	Mobile (windows: mop01 & mop02)	MOP	MOD	MOQ				
		mopdb01						
11	Mobile (Linux: SMP-Corp)	SMP	SMD	SMQ				
			cbd-civic-smd01					
12	SAP Process Orchestration (PO)	POP	POD	POQ				
		popdb01	podd01	poqdb01				
13	Governance Risk and Compliance (GRC)	GRP	GRD					
		grpdb01	grdci01					

No.	Environment	Productive Landscape			Projects Landscape		Training Environment	Other
		Production	Development Systems	Quality Assurance Systems	Project Systems Development	Project Systems Quality Assurance	Training System (QA)	
14	Solution Manager	SOL	SOD			SOS		
		soldb01	soldev01					
15	eRecruitment	TMR	TMD	TMQ				
		tmrdb01	tmdci01	tmqci01				
16	Business Warehouse (BW) Oracle	NP1	ND1	NQ1	Retired			
		nbipdb01	nbidci01	nbiqdb01				
17	BW/4HANA (BW)	BWD	BWP					
		bwpap02	bwpci01					
18	Business Objects (BobJ)	BIP BOP	BID BOD					
		bipdb01	bidci01					
19	Business Planning & Consolidation (BPC)	BPP	BPD	BPQ				
		bppdb01	bpdci01	bpqdb01				
20	Identity Management (IDM)	IDP	IDD		To be replaced by future ILM solution			
		idpdb01	idddb01					
21	SAP Learning Solution (LSO)	LSO			Source system for LSO is ECC			
22	Content Server	TRP	TRD	TRQ				

Annexure M – Contents Page

SECTION A – Tender Schedules F.12 to Schedule F.13.M

1. **Schedule F.12 Addenda to Tender Documents**
 - 1.1. **Notices** (Print, sign and include notices)
2. **Schedule F.13.A: Accreditation and Authorisation as Solution Software Implementing Agent** (Complete tables in schedule, print schedule **pages 248 to 249** and include here)
 - 2.1. **Complete Table F.13.A.1: Proof of Accreditation as Solutions Software Implementing Agent**
 - 2.2. **Complete Table F.13.A.2 Proof of SAP Manufacturer Authorisation Form (MAF)**
 - 2.3. **Include Accreditation Proof**
 - 2.4. **Include Authorisation Proof**
3. **Schedule F.13.B: Functionality Criteria - Solution Experience** (Complete tables in schedule, print schedule **pages 250 to 260** and include here)
 - 3.1. **Complete Table F.13.B.1a Solution Experience**
 - 3.2. **Complete Table F.13.B.1b Solution Experience continued**
4. **Schedule F.13.C: Functionality Criteria – Tenderer Methodology and Approach, Implementation Schedule and Implementation Organisation Structure** (Complete tables in schedule, print schedule **pages 261 to 314** and include here)
 - 4.1. **Complete Table F.13.C.1a Project Strategy, Methodology and Approach – Technical**
 - 4.2. **Complete Table F.13.C.1b Project Strategy, Methodology and Approach – General**
 - 4.3. **Complete Table F.13.C.1c Project Strategy, Methodology and Approach: Accelerators, Tools and Templates**
 - 4.4. **Complete Table F.13.C.1d Project Strategy, Methodology and Approach: Risk and Issue Mitigation**
 - 4.5. **Complete Table F.13.C.1e Project Strategy, Methodology and Approach: Knowledge Transfer & Enablement**
 - 4.6. **Complete Table F.13.C.2a Proposed Project Implementation Schedule – Technical**
 - 4.7. **Complete Table F.13.C.2b.1 Proposed Project Implementation Schedule – General**
 - 4.8. **Complete Table F.13.C.2b.2 Proposed Project Implementation Schedule General continued**
 - 4.9. **Complete Table F.13.C.3.1 Proposed Project Implementation Organisation Structure - Roles and Responsibilities**
 - 4.10. **Complete Table F.13.C.3.2 Proposed Project Implementation Organisation Structure - Roles and Responsibilities continued**
5. **Schedule F.13.D: Functionality Criteria – Team Member Experience** (Complete tables in schedule, print schedule **pages 315 to 328** and include here)
 - 5.1. **Complete Table F.13.D.1a Team Member Experience**
 - 5.2. **Complete Table F.13.D.1b Team Member Experience continued**
6. **Schedule F.13.E: Functionality Criteria – Project Management and Governance** (Print schedule **page 329** and include here with write-up)
 - 6.1. **Confirm compliance against the table provided in this section**
7. **Schedule F.13.F: Functionality Criteria – Change Management including Communications** (Print schedule **page 330** and include here with write-up)
 - 7.1. **Confirm compliance against the table provided in this section**
8. **Schedule F.13.G: Functionality Criteria – Detail Design, Functional and Technical** (Print schedule **page 331** and include here with write-up)
 - 8.1. **Confirm compliance against the table provided in this section**
9. **Schedule F.13.H: Functionality Criteria – Testing** (Print schedule **page 332** and include here with write-up)
 - 9.1. **Confirm compliance against the table provided in this section**
10. **Schedule F.13.I: Functionality Criteria – Training** (Print schedule **page 333** and include here with write-up)
 - 10.1. **Confirm compliance against the table provided in this section**
11. **Schedule F.13.J: Functionality Criteria – Data Migration** (Print schedule **page 334** and include here with write-up)
 - 11.1. **Confirm compliance against the table provided in this section**

12. Schedule F.13.K: Functionality Criteria – Data Cleansing (Print schedule page 335 and include here with write-up)

12.1. Confirm compliance against the table provided in this section

13. Schedule F.13.L Functionality Criteria – Post Go-Live Stabilisation and Acceptance (Print schedule page 336 and include here with write-up)

13.1. Confirm compliance against the table provided in this section

14. Schedule F.13.M Achievement of Solution Scope of Work (Print schedule pages 337 to 338 and include here with write-up)

14.1. Confirm compliance against the table provided in this section

SECTION b – Returnable Documents in addition to Tender**1. Proposed Tender Methodology and Approach write-up****1.1. Project Strategy, Methodology and Approach – Technical****A. Overall Solution Approach****1.2. Future Solution Architecture Summary****B. Financial Management**

- a. Finance (F1)
- b. Budgeting (F3)
- c. Treasury (F4)

C. Insurance Management

- a. Insurance (F12)

D. Municipal Chart of Accounts

- a. mSCOA (F2)

E. Asset Management

- a. Asset Lifecycle Management (O1a)
- b. Repairs and Maintenance (O1b)
- c. Fleet Management (O1d)

F. Real Estate Management

- a. Property Value Chain (O2) and Real Estate (O3)

G. Utilities Management

- a. Revenue Management (F5) and Billing and Invoicing (F6)

H. Portfolio, Programme and Project Management

- a. Programme and Project Management (F7)

I. Spend and Supply Chain Management

- a. Manage Suppliers and Sourcing (O10)
- b. Procurement Management (F8)
- c. Contract Lifecycle Management (F9)
- d. Inventory Management (O1c)

J. Manage Human Resources

- a. Human Capital Management (F14)
- b. Payroll (F10)

K. Service Management

- a. Customer Relationship Management Service Management (F15)
- b. Channel Management (F16)
- c. Interface Management (F17)

L. Records Lifecycle Management

a. Records Management (O7)

b. Archiving (O8)

M. Emergency Policing Incident Control (EPIC) Contraventions

a. EPIC Contraventions (O9)

N. Generic

a. Integration (G1)

b. Reporting, Data and Analytics (G3)

c. Web-based Internal and External Portals with Self Service (E-Services) (G4);

d. Workflow (G5)

e. Mobile & Mobile Field Services (O4)

f. Case Management (O5)

g. Security and Authorisation Management (O6)

1.3. Project Strategy, Methodology and Approach – General

A. Project Management and Governance

a. Table that lists the Project Key Deliverables

B. Change Management including Communications

C. Detail Design, Functional & Technical

a. Approach to develop Solution architecture Blueprint

D. Testing

E. Training

F. Data Migration

G. Data Cleansing

H. Post Go-Live Stabilisation & Acceptance

1.4. Accelerators, Tools and Templates

1.5. Risk and Issue Mitigation

1.6. Knowledge Transfer & Enablement

1.7. Project Assumptions, Dependencies and Risk

1.8. Project Work Allocation (Joint Venture / Consortium)

2. Proposed Project Implementation Schedule

2.1. Proposed Project Implementation Schedule – Technical

2.2. Proposed Project Implementation Schedule – General